



# DOĞAN HOLDİNG *sustainability* REPORT 2020



KNOWS  
AND  
CREATES  
VALUE

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Doğan Holding shares its corporate governance, environmental and social performance to stakeholders through its Sustainability Report, guided by the Global Standards Initiative (GRI). The report, prepared in accordance with the GRI Standards, Core option, comprises the Doğan Impact Plan vision, our goals, performance and progress, and our contributions to the United Nations Sustainable Development Goals. The report also includes our Communication on Progress on the principles of the United Nations Global Compact (UNGC).

**Please direct any inquiries or suggestions about the report's content to [surdurulebilirlik@doganholding.com.tr](mailto:surdurulebilirlik@doganholding.com.tr).**

In order to ensure that all major operations with significant impact are covered, the report uses consolidated data from the January 1, 2020 - December 31, 2020 period collected from Doğan Holding A.Ş., Galata Wind Enerji Ltd. Şti., Aytemiz Akaryakıt Dağıtım

A.Ş., Doğan Otomotiv Dış Ticaret Ltd. Şti., Ditaş Doğan Yedek Parça İmalat and Teknik A.Ş., Çelik Halat ve Tel Sanayi A.Ş., Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş., Doğan Dış Ticaret ve Müessillik A.Ş., Doğan ve Egmont Yayıncılık ve Yapımcılık Ticaret A.Ş., D Gayrimenkul Yatırımları ve Ticaret A.Ş., Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş.

The report refers to Doğan Holding A.Ş. as “Doğan Holding”, Doğan Dış Ticaret ve Müessillik A.Ş. as “Doğan Foreign Trade”, Doğan ve Egmont Yayıncılık ve Yapımcılık Ticaret A.Ş. as “Doğan Egmont”, D Gayrimenkul Yatırımları ve Ticaret A.Ş. as “D Gayrimenkul”, Doğan Burda Dergi Yayıncılık ve Pazarlama A.Ş. as “Doğan Burda”, Doğan Otomotiv Dış Ticaret Ltd. Şti. as “Doğan Otomotiv”, Galata Wind Enerji Ltd. Şti. as “Galata Wind”, Aytemiz Akaryakıt Dağıtım A.Ş. as “Aytemiz”, Ditaş Doğan Yedek Parça İmalat and Teknik A.Ş. as “Ditaş”, Çelik Halat ve Tel Sanayi A.Ş. as “Çelik Halat”, and Sesa Ambalaj ve Plastik Sanayi Ticaret A.Ş. as “Sesa”.

## About the Report



**Begümhan Doğan Faralyalı**  
Chairwoman

## Message from the Chairwoman

Esteemed Stakeholders,

The COVID-19 pandemic, which swiftly spread across the globe after its outbreak in China, has severely impacted the economies of both developed and developing countries. This phenomenon has forced us to reevaluate the systems we have developed as well as our relationship with nature, and radically altered ways of doing business. It has been made even more apparent that the current economic models, which, in many countries, are still governed by rules dating back to the industrial revolution, cannot meet the needs of an increasingly fast world, and that approaches that focus on continuous growth only exacerbate ecological crises.

The Global Risks Report 2021 by the World Economic Forum lists climate change, extreme weather events, environmental issues and limited natural resources among the most urgent risks.

If we are to tackle these global challenges, we need more collaboration, investments in R&D and innovation, and inclusion. As seen during the pandemic, these problems are complicated and hard, but the solutions are obvious. What matters is the will, leadership and patience to effect change during such trying times.

At Doğan Group, we envision a model of society based on circular economy that will help us reevaluate and redefine our relationships with our planet, our society and ourselves. As a conglomerate that has adopted a value-oriented management approach in order to provide sustainable benefit to the world, our country and our society, we have responded to the call for the Sustainable Development Goals set by the United Nations to eradicate poverty, protect the planet, and enable humanity to live in peace and prosperity, and created our own Doğan Impact Plan.

Doğan Impact Plan guides us to generate our energy exclusively from renewable sources, adopt innovative business models in industry, and invest in innovative technologies. Our goals include fully reclaiming the water we use and achieve zero-waste production by 2030. We uphold gender equality in all recruitment and promotion processes across all Group companies and we endeavor to empower women, support gender equality and combat discrimination and violence throughout our value chain. We believe in the better, and we would like to invite you to our journey of working, creating, improving, and restoring, together.

Now, we are proud to share with you our sustainability report, which details our organization's environmental, social, economic and governance performance.

The report demonstrates our progress in the three fundamental value areas of "investing in the world", "investing in a more inclusive society" and "investing in the future" and our contributions to the Sustainable Development Goals, and we hope it will serve as an example to business for a better future. The report also includes our Communication on Progress on the principles of the United Nations Global Compact (UNGC), to which we are a signatory.

Doğan Group is committed to build upon our sustainability efforts by transforming the corporate culture within our Group in 2020 and beyond, and strive for robust progress towards the goals delineated in the Doğan Impact Plan. I would like to express my gratitude to all stakeholders, especially our colleagues for joining us on this journey, and for their contributions to a better future that we will create together.





**Çağlar Göğüş**  
CEO

## Message from the CEO

Esteemed Stakeholders,

2020 was a year of growing economic concerns, as well as environmental and social crises that affected all of us. This period saw the failure of traditional methods of overcoming crises, and made it apparent that a management approach that includes all segments of society, aims to reduce inequalities and focuses on stakeholders and the environment is the strongest tool states and businesses can have.

The COVID-19 pandemic that began near the end of 2019 and spread across the globe in 2020 has shown that companies with good ESG (environmental, social, governance) performance are able to endure crises and emerge stronger. Today, studies show that the financial results of companies that are able to manage non-financial risks adequately and develop resilience against those are less affected than those of companies with low ESG performance.

Alongside all of these developments, near the end of 2019, the EU announced the European Green Deal, a package of measures and sanctions that set out to make Europe the first climate-neutral continent by 2050. With this development, taking action against climate crisis is no longer voluntary, but mandatory for countries and companies within the scope of the deal. Countries and companies exporting to the EU have to revise their ways of doing business, legislation and bilateral deals in accordance with EU's goal of becoming climate neutral. We closely follow these global developments as well to make our Holding and Group companies part of this transformation.

### ***We continue to create economic value despite the pandemic***

We closed the year 2020 with TRY 10.8 billion in total revenue, thanks to our timely decisions that enabled us to adapt to change rapidly. Our EBITDA rose 32.4% year-over-year to reach TRY 899 million.

For the last 61 years, Doğan Group has invested what it earned from Turkey back into the country, and continued to create value for our nation despite the adversities of 2020. We continued our investments with the belief that “a strong Turkey means a strong Doğan”. In 2020, we spent TRY 2.0 billion on new investments.

We commissioned the Taşpınar WPP despite the challenging pandemic conditions, and increased our installed capacity in renewable energy to 269 MW.

As part of our strategy of investing in rapid-growth, high-value-added sectors, we invested in Sesa Ambalaj in July. In collaboration with the Şavul Family, our business partners, we accomplished a first in the flexible packaging sector by developing self-soluble packaging, contributing to the production of more eco-friendly packaging solutions. Our aim with Sesa is to become one of the key players in the packaging sector on an international scale.

Established in 2020 and currently awaiting the completion of the licensing procedures, the D Yatırım Bankası is predicted to commence operations in the second quarter of 2021. With this newly founded investment bank, we will endeavor to leverage technology in support of capital needs to contribute to our country's economy.



## *Investing in the world, a more inclusive society, and the future*

Doğan Holding strives to make value-oriented and responsible investments and develop long-term solutions to transform its investments and pave the way for a better future. **We are drawing strength from our values and our roots as we focus on creating a positive impact with our investments, taking advantage of the innovative and value-focused business opportunities that the Sustainable Development Goals have the potential to offer. The investment philosophy of the Holding and Group companies, designed in accordance with the UN Principles for Responsible Investment, guides us to transform ourselves with a view to sustainability.**

To facilitate the transition to this new economy in our particular area of impact, we designed the Doğan Impact Plan, which enables us to evaluate the sustainability performances of our group companies, and as a result, “invest in the world, a more inclusive society, and the future”. These three components have been identified for the purpose of solving the ecological, social and financial problems of today. Our goal is to help build a safe and peaceful future society by facilitating innovative solutions. In doing so, we will adequately play our part in the responsibilities that fall upon the private sector. Böylece özel sektörün yerine getirmesi gereken sorumluluklardan kendi payımıza düşeni hakkıyla karşılamakta kararlıyız.

By 2025, we aim to increase the share of funds focusing on environmental, social and corporate governance to at least 10% of our investor portfolio, and improve our ESG rating to AA. As more and more ESG-focused investors invest in our Group, our sustainability performance will become more visible to and verifiable by international platforms.

To achieve our goal of becoming a carbon-neutral organization by 2030, we will introduce many energy efficiency practices such as renewable energy infrastructure and green electricity supply. In addition, we will reclaim all of our water consumption by 2030. For this purpose, we are examining and implementing global best practices for water reclamation in our business areas that are characterized with extensive water consumption, and focusing on transformation efforts and relevant investments to minimize our environmental impact.

Meanwhile, guided by our focus on gender equality, we will increase women’s representation at management levels to 40% by 2025.

## *We appreciate and create value*

Early in 2020, we launched a new practice bringing a novel approach to human resources, in which employees of Group companies described our employer brand essence as: “Appreciative, value-adding, principled, transparent, dynamic, consistent, prestigious, sincere, trustworthy and performance-oriented.”

This past year had an unprecedented impact on global healthcare systems and economies; yet, the values we uphold and embrace together served as our shining beacon for us and those around us.

In 2021, we will continue to follow the course set by these values with the ultimate goal of building a prosperous, peaceful future society.

As I present this Sustainability Report for the year 2020, which was prepared in accordance with the principles of transparency and accountability, I would like to thank all stakeholders, especially colleagues and business partners for their contributions to the Doğan Impact Plan.

Message  
from the  
CEO



**“The key reason behind our success is our adherence to the values that Doğan Holding has established. This culture that we have created together and our unwavering confidence in the future of our country are poised to take our group and our companies to new heights in the days ahead.”**

**Aydın Doğan**

Honorary President, Doğan Holding

Doğan Group, which has been contributing to Turkey's economy for 61 years, has roots going back to 1959, when Doğan Group's Honorary President Aydın Doğan registered at the Mecidiyeköy Tax Office, and 1961, when he established his first company in the automotive industry. Today, Doğan Group companies play a pioneering role across the wide variety of sectors in which they operate, including energy, petroleum products retail, finance, internet-entertainment, industry, automotive, tourism and real estate, making a difference and creating value for Turkish economy.

Doğan Group operates across a wide geographical area, where it forms strategic partnerships with international groups to ensure the efficiency of its operations. Embracing a value-focused approach to investments, Doğan Group is a responsible investment holding that aims to make a positive impact in the

world. Our goal is to develop long-term solutions as we lead the efforts for a better future in our regions of operation, and transform our investments with this mindset.

For Doğan Group, the company's corporate culture is as important as its business strategies. Our culture is shaped by the corporate and ethical values of our company, which combines a quality- and customer-focused management approach with effective teamwork. We appreciate the value of our society, our country, and of the hard work of one another as we embrace our work with passion and behave in a responsible and transparent manner. We do not fear the new, and act with an entrepreneurial spirit and courage. We understand that deep-rooted organizations rise not on the motivation for financial gains but rather on their values, and as such, we embrace and uphold our values, appreciating and adding to them. With the strength we derive from our values, we consolidate our position as a value-focused organization as we continue on our sustainable and determined journey.

The highly qualified and competent workforce of Doğan Group has been the key factor underlying its achievements to date. The Group, together with joint ventures directly employs 3,533 people<sup>1</sup> as of the end of 2020, proudly serving as one of the leading contributors to national employment.

(1) Includes the employees of Group companies not included in this report.

## About Doğan Holding



Doğan Holding  
Sustainability Report

2020





As of December 31, 2020, 49.66% of Doğan Holding shares are held by Adilbey Holding, while 35.87% of the shares are free float.



The shareholders of the Holding and their shares in the capital as of December 31, 2020 and December 31, 2019 are stated below:

Shareholders	Share (%)	December 31, 2020 (Thousand TRY)	Share (%)	December 31, 2019 (Thousand TRY)
Adilbey Holding A.Ş.	49.66	1,299,679	49.66	1,299,679
Doğan Family	14.47	378,626	14.47	378,626
Publicly traded on Borsa Istanbul <sup>(2)</sup>	35.87	938,633	35.87	938,633
<b>Issued Capital</b>	<b>100.00</b>	<b>2,616,938</b>	<b>100.00</b>	<b>2,616,938</b>

(2) Based on Capital Markets Board Resolution No. 21/655 dated July 23, 2010 amended by Resolution No. 31/1059 of October 30, 2014; according to the records of the Central Registry Agency, 938,006,139 shares, accounting for 35.84% of Doğan Holding's capital, are in circulation as of December 31, 2020 (December 31, 2019: 35.84%)

## Shareholding Structure



# We know and create value.

We appreciate the value of our people, our country and humanity, and strive to bring greater value to our society, our world and our future. Our goal is to provide further benefits through our products and services and to always innovate and pioneer with our company and brands. The values and principles that we live by serve as our compass as we continue our journey toward success alongside our shareholders, employees and stakeholders.

## Our Principles

**We Appreciate The Value** of our roots, what we have, our knowledge and efforts, our country and our people.

Our entrepreneurial spirit drives us to act at the right time and always look for the next big thing while keeping pace with change. We nurture creative ideas through curiosity and education and **Bring Innovation** to our business.

We are committed to being honest and adhering to our code of ethics and laws under all circumstances. We work to ensure a sustainable life for future generations while **Acting with Responsibility and Transparency** society and our environment.

We wake up every day at our very best, motivated to make our dreams come true, work to achieve our goals and become leaders, all while **Approaching Our Work with Passion.**

**We Achieve Together** by always looking for solutions, sharing knowledge and experience, trusting and supporting each other, appreciating and celebrating one another and embracing our differences.

## Doğan Group's Values





Doğan Group companies have been contributing to the Turkish economy for over 60 years, playing a pioneering role in a variety of industries in which they operate including energy and industry, as well as motor vehicles, real estate marketing, tourism and financial services.

## Overview of the Group and Sectors





## Electricity Generation



**We generate sustainable energy from renewable sources like water, wind and sun, making clean energy accessible to all.**

### **GALATA WIND**

A fully owned subsidiary of Doğan Enerji as of the end of 2020, Galata Wind is engaged exclusively in renewables, and has several wind and solar power plants in its portfolio.

WIND: ŞAH WPP - MERSİN WPP - TAŞPINAR WPP  
SOLAR: ÇORUM SPP - ERZURUM SPP

### **BOYABAT**

The 513-MW Boyabat Dam and HPP, a joint venture between Doğan Enerji, Unit Elektrik and Doğu Enerji, operates on the Kızılırmak River. Having entered into service in 2012, the dam and HPP have an annual generation capacity of around 1 billion kWh.

### **DOĞAN ENERJİ**

Established in 2000 to gather all of Doğan Holding's energy investments under the same roof, Doğan Enerji has established a strong position in the sector by adding wind and solar energy to its portfolio alongside its investments in hydroelectric with the vision of generating sustainable and clean energy from renewable sources.

Committed to make clean energy accessible to all, Doğan Enerji designs innovative systems and service platforms to promote sustainable energy production.

HYDRO: BOYABAT HPP (JV) - ASLANCIK HPP (JV)

### **ASLANCIK**

The 120-MW Aslancık Dam and HPP, a joint venture between Doğan Enerji, Anadolu Group and Doğu Enerji, operates on the Harşit River. Having entered into service in 2014, the dam and HPP have an annual generation capacity of around 350 million kWh.



540

AYTEMİZ DEALERS

250,000 m<sup>3</sup>

AYTEMİZ STORAGE CAPACITY

+470,000

AYTEMİZ CARD USERS

Petroleum  
Products  
Retail

We contribute to the Turkish economy with 10 supply points, storage capacity of 250,000 cubic meters, and 540 dealers across Turkey.

#### AYTEMİZ

Aytemiz Akaryakıt A.Ş. began operating in the petroleum products sector in 1963, and has been working under the Aytemiz brand since 2010. Building on İsmail Aytemiz's 55 years of experience in the sector, Aytemiz is a young and dynamic company that has managed to make a name for itself in a short time with its expert human resource. Having continued its trend of rapid growth since entering into a partnership with Doğan Group in 2015, Aytemiz consolidated its position in the sector as a well-established, reputable, domestic and national company in the sector.





## ÇELİK HALAT

72,000

TONNES PRODUCTION CAPACITY (ANNUAL)

## DİTAŞ

7,800,000

UNIT PRODUCTION CAPACITY (ANNUAL)

## SESA AMBALAJ

14,500

TONNES PRODUCTION CAPACITY (ANNUAL)

Industry  
and Trade

Our companies make a difference with their innovative approach, R&D efforts, quality focus and design strength. Industry group company Ditaş is engaged in automotive, defense and spare parts; Çelik Halat produces high-tech industrial products used in construction, maritime, fishing, oil and mining industries, while Sesa develops and manufactures flexible packaging and barrier film products.

ÇELİK HALAT (CELHA)

DİTAŞ (DITAS)

SESA

DOĞAN DIŞ TİCARET

KELKİT DOĞAN BEŞİ





**57,6%**  
growth  
year-over-year  
in 2020

## Automotive Trade and Marketing

Doğan Trend Otomotiv was established in 2020 to unite Doğan Group's automotive and mobility companies and brands under the same roof. It consists of distributors as well as e-commerce platforms where it markets retail, leasing and mobility brands.

The group is the proud distributor of Suzuki, an automobile, motorcycle and marine engine manufacturer; Piaggio Group and its brands MG, Vespa, Moto Guzzi, Aprilia and Piaggio, Kymco, which have been producing British cars for over 90 years; Kymco, a top brand in motorcycles and one of the world's largest scooter manufacturers; Silence, a Spanish brand that is currently Europe's leading electric motorcycle producer; Wallbox, a charging systems producer that combines innovative technologies and inspired designs; and Gita, the mobile carrier.



Doğan Holding operates in finance and investment through subsidiaries offering bespoke solutions for customers driven by a reliable and high-quality service approach based on customer needs and satisfaction, and continuously increasing their performance with robust and trusted corporate structures.

DORUK FAKTORİNG

DORUK FİNANSMAN

D YATIRIM BANKASI

ÖNCÜ GSYO

## Finance and Investment



D Gayrimenkul Yatırımları ve Ticaret A.Ş. (“D Gayrimenkul”) is engaged in the rental, purchase and sale of all types of real estate in Turkey and abroad.

The company’s investments include Trump Towers Istanbul, the first Trump-branded development in Europe, which offers an exquisite living experience with its iconic architecture designed by world-famous Brigitte Weber, unique interior design, and high-tech features, as well as Milta Bodrum Marina, which is regarded as one of the top three marinas in the Mediterranean basin thanks to its world-class services, central location, proximity to the airport, professional staff, and its diverse range of services.

D GAYRİMENKUL

MİLPA (MİPAZ)

MİLTA MARİNA

MARLİN OTELCİLİK

KANDİLLİ GAYRİMENKUL

M-INVESTMENT 1 LLC

# 76,328 m<sup>2</sup>

TRUMP OFFICES &amp; TRUMP SHOPPING MALL TOTAL LEASABLE AREA

SEASIDE

## 425

LANDSIDE

## 50

MILTA BODRUM MARINA YACHT CAPACITY

# 36

TRUMP OFFICE FLOORS

## Real Estate Investments





Doğan Holding's internet and entertainment investments include the beating heart of the real estate sector hepsiemlak.com, Kanal D Romania with its original content, Turkey's first slow music radio Slow Turk, music sector leader DMC, premium video content platform NetD, strong brands in publishing Doğan Kitap and Doğan Edmont, and a leading publisher Doğan Burda with a portfolio of 59 periodicals.

HÜRRİYET EMLAK\*

KANAL D ROMANIA

DMC &amp; NETD

DOĞAN BURDA (DOBUR)

DOĞAN EGMONT

## DOĞAN BURDA

**2 million**  
print magazine  
issues read  
every year

Over 15 million  
digital magazine  
issues read  
every year

Over 100  
events every  
year

## DOĞAN EGMONT

Approximately  
**8,000**  
books

More than  
**2,000**  
writers

**1,500 hours**  
of audio book  
content

**100 million**  
readers

## NETD

**8 million**  
Netd Music  
subscribers  
(2020)

**16.6 billion**  
Netd Music  
views (2019)

**150 million**  
average  
monthly views

## HÜRRİYET EMLAK

**5 million**  
monthly traffic

**10 million**  
monthly users

## KANAL D ROMANIA

Second place  
in national  
prime time  
ratings

## Internet and Entertainment



**Doğan Holding:****Investments continue unabated**

In July, Doğan Holding acquired 70% stake in Sesa Ambalaj, which is well on its way to becoming a global brand in specialized recyclable packaging. Doğan Investment Bank was established with a capital of TRY 200 million to expand the Holding's reach in finance. Doğan Holding continued to support sustainable growth with Galata Wind, which is engaged exclusively in renewable energy.

**Galata Wind:****Supporting sustainable growth with clean energy**

Galata Wind supports sustainable growth with three wind power plants (Şah, Mersin and Taşpınar) and two solar power plants (Çorum and Erzurum).

**Aytemiz:****Growing synergy driven by customer focus**

Aytemiz contributes to the national economy with 541 gas stations across Turkey as it continues its operations with customer focus. Aytemiz continued to renovate its gas stations while getting ahead of the competition with a new technology product named "Vaay".

**Ditaş:****Turkey's leading steering wheel and suspension parts manufacturer**

Boasting a significant experience and expertise in the automotive industry, Ditaş is Turkey's leading manufacturer of steering wheel and suspension parts. In 2020, Ditaş renewed its digital transformation roadmap and entered the passenger vehicle parts segment for the first time.

## 2020 Highlights



**Doğan Burda:**

Pioneering magazine publisher

Doğan Burda, the leader of magazine publishing in Turkey, continued to bring its brands, old and new, to its readers in both print and digital formats in 2020.

**Doğan Dış Ticaret:**

Continued growth driven by alternative channels

Doğan Dış Ticaret maintained the momentum of the transformation it commenced back in 2018, and continued to grow its business using alternative channels and to expand its product portfolio in cardboard and packaging products import and trade, and raw material supply and trade.

**Doğan Egmont:**

Turkey's leading book and magazine publisher

In 2020, Doğan Egmont maintained its status as the publishing house with the largest collection of audiobooks and recorded a remarkable growth in digital publishing, with a digital product portfolio now reaching 1,250 with new digital deals, audiobooks and e-books.

## 2020 Highlights





## COVID-19 Pandemic

During the pandemic, our efforts focused on ensuring the continuation of our operations while protecting the health of our employees while alleviating the pandemic's adverse effects on the society. All Doğan Group companies, led by Doğan Holding and Aydın Doğan Foundation, donated TRY 20 million to the National Solidarity campaign launched by President Recep Tayyip Erdoğan.

### **In 2020, we donated TRY 60 million in total to pandemic relief efforts.**

In this process, we provided fuel oil and transportation support to healthcare professionals with our group companies, Suzuki and Aytemiz. We reached out to 12.5 million people in the Festtogether event held by Netd to meet 335,000 needs as specified on the Needs Map. To support the food & beverage sector, which was hit hard by the pandemic, we published the "Restaurants At Home" book prepared by Doğan Burda Dergi.



## 2020 Highlights



# Sustainability Approach



At Doğan Group, we endeavor to minimize the environmental risks facing humanity and the nature, and transform opportunities into accomplishments that provide value-added. We understand that sustainability is, and will remain, the key value we must embrace, and accordingly, develop comprehensive solutions to global and local challenges.

For us, protecting the environment is a core mission in order to ensure a healthy future. And our value-focused perspective drives us further to deliver a positive impact. In our efforts to solve these challenges, we invest in areas that will create value-added in the future. We share our Sustainability Policy, which forms the essence of our corporate governance system, with every individual and organization that accompanies us on our journey, from employees to suppliers, and customers to business partners.

## Sustainability Approach





## Doğan Impact Plan

# We believe in the better

It is possible to stop climate change.

It is possible to rescue the melting ice caps, warming oceans, burning forests and animals at the brink of extinction.

It is possible to prevent water scarcity, droughts, desertification and the consequent migrations.

We believe that a world free from discrimination based on language, religion, race and gender, a world where men and women can live, learn and work in harmony, is possible.

It is possible to cherish knowledge, wisdom and understanding, and make what is valuable, sustainable.

**Because;**

It is the right of all to live in a better world.

It is the duty of all of us to live a more livable world to our children.

**And a better world is possible**  
if we act with conviction.





## Doğan Impact Plan

We are aware that any impact grows beyond its specific domain to affect others; a drop of water can influence the entire ocean, an idea the entire future, and a person the entire humanity. Guided by this awareness, we are committed to shape all aspects of our operations in line with the United Nations 2030 Sustainable Development Goals. We support our world by taking decisive action against climate change, society by upholding equality and local production, and to the future by continuously seeking innovation. We are aware that a better world is possible if we act with conviction.

To fulfill our own responsibilities and to build a better future in collaboration with stakeholders, we designed the Doğan Impact Plan, which enables us to evaluate the sustainability performances of our group companies, and as a result, “invest in the planet, a more inclusive society, and the future”. These three components have been identified for the purpose of solving the ecological, social and financial problems of today. Our goal is to help build a safe and peaceful future society by facilitating innovative solutions. In doing so, we will adequately play our part in the responsibilities that fall upon the private sector.

We invest in an inclusive future with the Doğan Impact Plan, which will guide us as we monitor and improve our environmental, social and governance performance for a sustainable world.





### We add value to the future

We believe in the power of innovation to secure a better future. We nurture our entrepreneurial vision through open innovation and cross-sectoral collaborations and partnerships. We foster an innovative, resilient and flexible management approach in all of our companies to encourage out-of-the-box business thinking as we commit to fulfilling our global responsibility through every aspect of our operations.

We have plans to increase the share of sustainability investments across the Doğan Group until 2030.

## Doğan Impact Plan

### We add value to the society

We are aware of the impact of each individual on society and, as our business philosophy, we adopt the common value approach that will foster development for both the individual and society. While re-establishing our principles of value creation, we adopt an egalitarian and inclusive business model that benefits all stakeholders from our employees to our business partners, the supply chain to our customers.

**We aim to increase women's representation on boards of directors across the Group to 30% and at management levels to 40% by 2025.**



### We add value to our planet

We value every living being on this planet. We act as stewards of our planet by taking concrete steps against climate change. We believe that production and business processes have the power to ensure sustainability, and we aim to positively affect the environment by doing more than just reducing our impact.

**Our goal is to make Doğan Group carbon-neutral (Scope 1+2) and reclaim 100% of our water consumption by 2030.**



**Doğan Holding's activities, performance and practices within the context of its sustainability priorities are managed at the highest level, by the Board of Directors.**

In order to increase the effectiveness of sustainability-oriented activities and to promote them across the Doğan Group, in 2020, we laid the groundwork for the Doğan Group Sustainability Committee, with plans to expand the committee's scope in 2021.

"Doğan Holding Impact Plan" informs several sustainability-related policies, which are reported to the Board of Directors. Currently, the Corporate Governance Committee and the Board of Directors are responsible for the implementation of Environmental, Social and Corporate Governance (ESG) Policies.

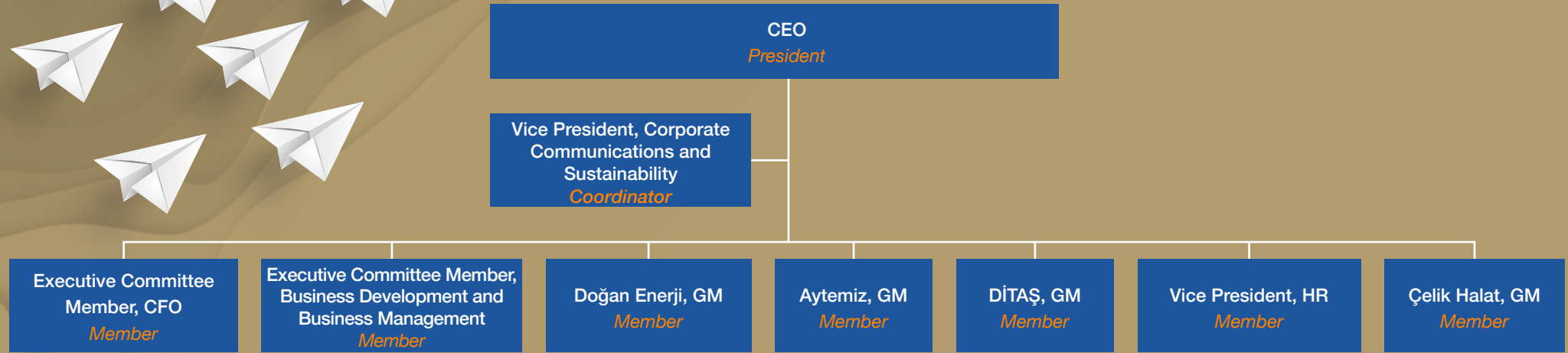
We continue to prepare short- and long-term action plans guided by the Doğan Holding Impact Plan.

Starting this year, we will issue sustainability reports on an annual basis to share the sustainability-related efforts of the Doğan Group and the value we create to the stakeholders, and also participate in Carbon Disclosure Project (CDP).

## Sustainability Management



Reporting directly to the Board of Directors, the Sustainability Committee determines the Holding's sustainability strategy with regard to environmental, social and corporate governance, ensure coordination between Group companies, and to execute, monitor and supervise sustainability policies, targets and practices.



## Sustainability Management

Click [here](#) for detailed information about the Doğan Holding Sustainability Committee.







The initial efforts to identify material sustainability topics at Doğan Holding date back to 2018. As part of these efforts, we took into account sustainability agenda items in our fields of operation, and received feedback from our stakeholders. We review our material topics each year based on the expectations and priorities of our stakeholders, which we collect through several channels. While doing so, we take into account emerging global trends and developments, and follow in the example of investors with a proven focus on environmental, social and governance criteria such as MSCI (Morgan Stanley Capital International) and Vigeo EIRIS.

## Sustainability Priorities

### VERY HIGH PRIORITY

- Climate change and energy
- Ethics and transparency
- Environmental footprint
- Digitalization and technology
- Equal opportunity and diversity
- Employee rights
- Corporate governance
- Innovation

### HIGH PRIORITY

- Responsible procurement
- Social investment programs
- Risk management
- Occupational health and safety
- Stakeholder dialogue
- Value-added products and services
- Talent management

### PRIORITY

- Data security and customer confidentiality
- Direct and indirect economic impact
- Customer experience
- Multi-stakeholder enterprises and collaborations
- Guidance for Holding companies and synergy



### Doğan Holding sustainability priorities

Our sustainability priorities are areas where we will focus our efforts and share our performance with stakeholders in a transparent manner. Our reporting scope is determined based on very high and high priority issues both in terms of Doğan Group's strategy and developments of the previous year, as well as for our stakeholders. We associate our progress on each priority issue with our contribution to the United Nations Sustainable Development Goals (SDGs).

Main Focus Areas	Priority Area	How We Identify Them	Relevant Sustainable Development Goal
Economic Value	Direct and indirect economic impact	We aim to create long-term economic value in all sectors in which we operate. We continuously improve our financial performance and profitability, and create employment in benefit of our country. We support stakeholders in reducing their environmental impact and providing social benefits by diversifying the range of responsible investment instruments available to them.	
	Digitalization and technology	Technology and digitalization are among the fundamental global trends that contain both risks and opportunities for our operations. We focus on technology investments to adapt to these trends and make our business models sustainable.	
	Corporate Governance, Ethics and Transparency	Doğan Holding and Group Companies establish fair, transparent, responsible and accountable relationships with all stakeholders.	

## Sustainability Priorities



## Doğan Holding sustainability priorities

Main Focus Areas	Priority Area	How We Identify Them	Relevant Sustainable Development Goal
Social Value	Talent Management	We offer a working environment that is compatible with the changing trends, and focus on the continuous learning and development of our employees by developing innovative training programs and practices. We focus on continuously improving upon our performance management system. As part of our talent management, we aim to attract and retain the best talent and improve their potential, and create value by implementing effective HR policies, systems and processes focusing on the digital and employees.	 
	Equal Opportunity and Diversity	Gender equality in the society, equality in the workplace and equal right and opportunities for all employers are among the key factors to ensure a successful working environment. We offer equal opportunities to all employees of Doğan Group companies from the moment of their recruitment, and actively benefit from diversity and inclusion.	 
	Occupational Health and Safety	We focus on the health and safety of our employees and conduct all of our operations with the goal of zero accidents and occupational diseases, improving our relevant systems on an annual basis to ensure a safe working environment. We focus on effective and efficient management of OHS risks.	 
	Social Investments	We reach people all across Turkey with our diversified business lines. In order to realize sustainable development, we support active participation into cultural life, protect tangible and intangible cultural heritage to facilitate the development of cultural freedoms at individual and social levels, and provide the youth with quality education to prepare them for the future in a rapidly changing world and to close the talent gap. We create value for the society with our investments, while our activities in the fields of education, social change and culture & arts help contribute to social development.	  

## Sustainability Priorities



## Doğan Holding sustainability priorities

Main Focus Areas	Priority Area	How We Identify Them	Relevant Sustainable Development Goal
Environmental Impact	Climate Change and Energy	The risks associated with the climate crisis are of particular interest to our business as well. We are committed to investing in business models that promote responsible use of resources, transition to alternative fuels to the highest possible extent, reduce energy consumption and increase energy efficiency, and as a result, reduce our carbon emissions.	
	Water Management	We endeavor to ensure water efficiency in all of our operations, improve water reclamation and reuse and to dispose of wastewater in an eco-friendly manner.	
	Natural Resource and Waste Management	We carry out efforts to reduce waste generation, dispose of water at its source and prevent environmental pollution in all stages of our operations, from the design and production of products and services to packaging, logistics, and delivery to customer	
	Biodiversity	Our sectors, particularly energy, have a significant impact on biodiversity. We focus on identifying and mitigating these impacts to preserve biodiversity.	

## Sustainability Priorities



Impact Type	Stakeholder Group	Communication Method	İletişim Sıklığı
Direct Economic Impact	Employees and Group companies	Leader messages	Year-round
		Internal communication efforts	
		Media communication efforts	
		Digital media channels	
		Internal and external reports/meetings	
		Trainings	
		Indoor digital announcement platforms	
		Annual report	Quarterly
		Surveys	Annually
	Suppliers	Media communication efforts	Year-round
		Digital media channels	
		Supplier meetings	Quarterly
		Annual report	
	Shareholders and investors	Media communication efforts	Year-round
		Digital media channels	
		Meetings, conferences and roadshows	Quarterly
		Annual report	
	Customers	Media communication efforts	Year-round
		Digital media channels	
		Annual report	Quarterly

Impact Type	Stakeholder Group	Communication Method	İletişim Sıklığı
Indirect Economic Impact	Financial institutions and analysts	Media communication efforts	Year-round
		Digital media channels	
		Meetings, conferences and roadshows	
		Annual report	Quarterly
	Business partners	Media communication efforts	Year-round
		Digital media channels	
		Annual report	Quarterly
	Public institutions and local administrations	Media communication efforts	Year-round
		Digital media channels	
		Visits/meetings	
		Annual report	Quarterly
	Non-governmental organizations	Media communication efforts	Year-round
		Digital media channels	
		Visits/meetings	
		Project collaborations	Year-round
		Annual report	Quarterly
	Media	Media communication efforts	Year-round
		Digital media channels	
		Meetings and networking activities	Quarterly
		Annual report	
Sources of New Opportunity, Knowledge and Perspective	National and international regulatory bodies	Dijital medya kanalları	Year-round
		Annual report	Quarterly
	Universities	Digital media channels	Year-round
		Project collaborations	
		Participation in university events	For eight months
		Annual report	Quarterly

## Stakeholder Dialogue

Our sustainability efforts take into account the needs and priorities of all of our stakeholder groups. As a result, we endeavor to establish open and transparent communications with stakeholders. We disclose information on stakeholder communication to the public on an annual basis through the “Corporate Governance Principles Compliance Report”. We determine the method and frequency of communication based on the stakeholder group to meet their needs and expectations.



*We Add Value to the Future*



WE UNDERSTAND THE VALUE OF OUR COUNTRY, OUR NATURAL RESOURCES AND CULTURAL HERITAGE, THE REPUBLIC AND DEMOCRACY, THE RULE OF LAW AND JUSTICE, SOCIAL PEACE, AN ACTIVE ECONOMY AND PRODUCTION.

# We Add Value to the Future

At Doğan Holding, we believe that global recovery is possible with new ideas. Our innovation, entrepreneurship, corporate culture and skills help us take concrete steps that impact the future and make a difference.

Guided by our responsible investment philosophy, we embrace business models focusing on sustainable development, and transform our existing models accordingly. The investment bank we have established will

become fully operational in 2021 and serve as the financial power behind these models, enabling valuable investments to our country. By 2025, we aim to increase the share of funds focusing on environmental, social and corporate governance to at least 10% of our investor portfolio, and improve our ESG rating to AA. As more and more ESG-focused investors invest in our Group, our sustainability performance will become more visible to and verifiable by international platforms.

We contribute to the SDGs of “Decent Work and Economic Growth”, “Industry, Innovation and Infrastructure”, and “Responsible Consumption and Production”.



Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all



Build resilient infrastructures, promote inclusive and sustainable industrialization and foster innovation



Ensure sustainable consumption and production patterns

We Add Value to the Future





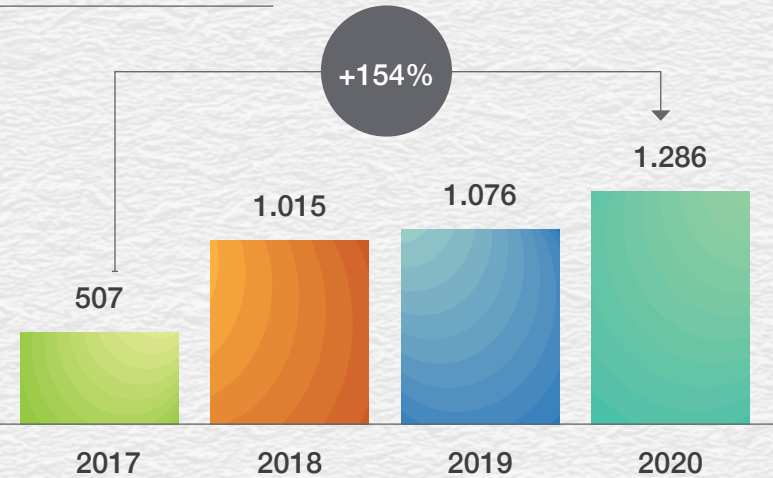
# Economic Performance

Economic performance is a fundamental item on Doğan Group’s agenda as it is instrumental for the sustainability of our activities and for creating value added for Turkey. For us, a strong economic performance is the key to achieve sustainable value in every region in which we operate.

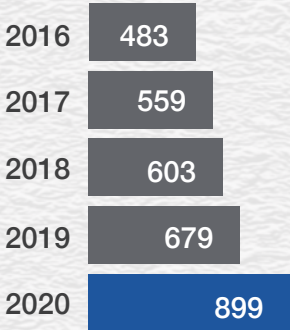
In 2020, we recorded a remarkable performance despite the adverse impact of the pandemic on global and national economies. The measures we took, our effective crisis and process management and cost savings

protected us from the more severe effects of COVID-19. We managed uncertainty with our strategic approach. We increased consolidated net cash positions, reduced expenditures, and improved profit margins and costs. We closed 2020 with total consolidated revenues of TRY 10,768 million. Holding’s gross profit climbed 20% year-over-year in 2020 to reach TRY 1.3 billion, while EBITDA rose 32% from TRY 679 million to TRY 899 million.

Gross Profit - TRY\*



EBITDA (TRY mio)



\*The year 2017 has been restated

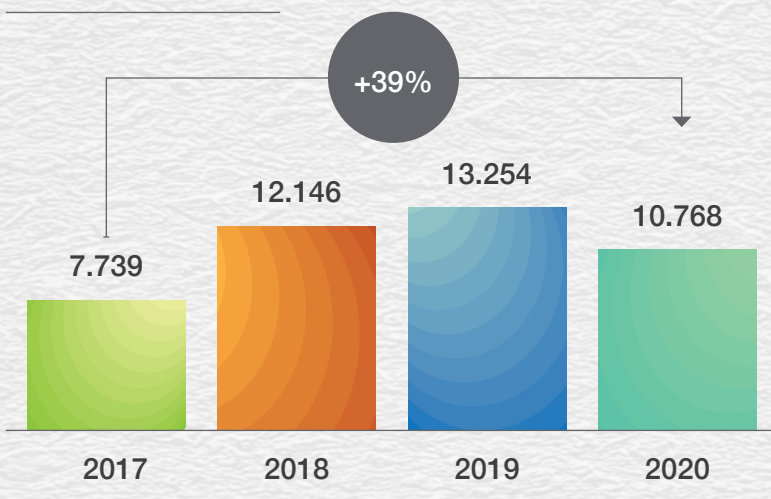




## Economic Performance

Continuing its investments despite the COVID-19 and the global suppression of economic activity it caused, Doğan Holding managed to increase its profit for the main partnership by 125% over 2019, from TRY 617 million to TRY 1.4 billion, driven by operating profits and investment revenues.

Revenue - TRY mio\*



Electricity generation accounted for 29% of EBITDA, followed by Aytemiz with 24%, media, internet and entertainment with 17%, industry and trade with 16%, finance and investment with 6%, tourism and real estate investment with 5%, and automotive with 3%.

In 2020, Doğan Holding's market cap **exceeded USD 1 billion** for the first time.

2020 was also a successful year in terms of share performance. Doğan's share price jumped 71% compared to the average BIST-100 growth of 29%, taking Doğan Holding's market capitalization above USD 1 billion for the first time.

\*The year 2017 has been restated



## New investments continue: “A strong Turkey means a strong Doğan”

For the last 61 years, Doğan Group has invested what it earned from Turkey back into the country, and continued to create value for our nation despite the adversities of 2020. We continued our investments with the belief that “a strong Turkey means a strong Doğan”. In 2020, we spent TRY 2 billion on new investments.

As part of our strategy of investing in rapid-growth, high-value-added sectors, we invested in Sesa Ambalaj in July. In collaboration with our business partners, we accomplished a first in the flexible packaging sector by developing self-soluble packaging, contributing to the production of more eco-friendly packaging solutions. Our aim with Sesa is to become one of the key players in the packaging sector on an international scale.

### **In 2020, we spent TRY 2 billion on new investments.**

We commissioned the Taşpınar WPP despite the challenging pandemic conditions, and increased our installed capacity in renewable energy to 269 MW.

Established in 2020 and currently awaiting the completion of the licensing procedures, the D Yatırım Bankası is predicted to commence operations in the second quarter of 2021. With this newly founded investment bank, we will endeavor to leverage technology in support of capital needs to contribute to our country's economy.

## Economic Performance



## Corporate Governance

Driven by the strong corporate governance that was guided by the Doğan Impact Plan, Doğan Holding and Group Companies are committed to establish fair, transparent, responsible and accountable relationships with all stakeholders.

### Organizational Structure

The highest executive body of Doğan Holding, the Board of Directors consists of 11 members, with four independent and five female directors.

**We have five  
female directors  
out of a total  
of 11.**

The Board of Directors sets the overall strategies, defines targets and audits management performance of the Holding and Group companies. The Audit Committee, Early Detection of Risk Committee and the Corporate Governance Committee assist the Board of Directors in fulfilling its duties and responsibilities. The duties of the Nomination and Remuneration committees, which are currently not established under the Board of Directors, are performed by the Corporate Governance Committee in accordance with the Corporate Governance Principles.

Executive duties at Doğan Holding are performed by the Chief Executive Officer (CEO), Chief Financial Officer (CFO), Executive Committee Member for Financial and Operational Management, Executive Committee Member for Strategic Planning and Business Management, and Executive Committee Member for Business Development and Business Management, all of whom report to the Board of Directors. In line with the separation of powers, the positions of Chair and CEO are held by different individuals.

Click [here](#) for detailed information about the Doğan Holding Committees.



## DOĞAN HOLDING ORGANIZATIONAL CHART



Established to monitor the Company's compliance with the Corporate Governance Principles, make improvements and offer advice to the Board of Directors in this context, the "Corporate Governance Committee" identifies best Corporate Governance Principles at the Company, presents improvement suggestions to the Board of Directors, and supervises the operations of the Investor Relations Department.

Rating agency SAHA Kurumsal Yönetim ve Kredi Derecelendirme Hizmetleri A.Ş. raised our corporate governance rating from 9.49 out of 10 in 2019 to 9.51 out of 10 in 2020.

As of December 1, 2021, Doğan Holding remains on the BIST Sustainability Index, which features the stocks of Borsa İstanbul-listed companies with high corporate sustainability performance, as a result of assessments to identify the companies to be included for the period December 2020 – October 2021.

## Corporate Governance

Click [here](#) to view Doğan Holding's "Corporate Governance Compliance Report".



## Risk Management

Doğan Holding monitors the financial, operational, strategic, information technologies, occupational health & safety and compliance risks of the Group companies in collaboration with the management of each company, and makes recommendations based on the data collected. The risks listed above are monitored and managed by the relevant vice presidents.

The Early Detection of Risk Committee and the Audit and Risk Management Group jointly identify and take measures against financial and non-financial risks that pose a threat to the existence, growth and continuity of Doğan Holding and its Group companies.

The Audit and Risk Management Group carries out risk-based audits and risk management to monitor and manage the main risk groups. Potential risks, current controls and action plans are evaluated by the Holding's Executive Committee, which shares its results with the senior management of the Group companies and oversees the actions taken in this regard.

The Early Detection of Risk Committee is responsible for early detection of risks, taking measures against the risks identified, conducting risk management, and evaluating risk management systems at least once per year. The Early Detection of Risk Committees of publicly traded Group companies convene every two months to conduct risk assessment and report their findings to their respective boards of directors.

The Early Detection of Risk Committee is chaired by an independent Board Member and composed of other Board Members. This independent committee reports only to the Board of Directors. Head of the Audit and Risk Management Group is the highest-level executive responsible for risk management at Doğan Holding.

Click [here](#) to view the mission and working principles of the Early Detection of Risk Committee.



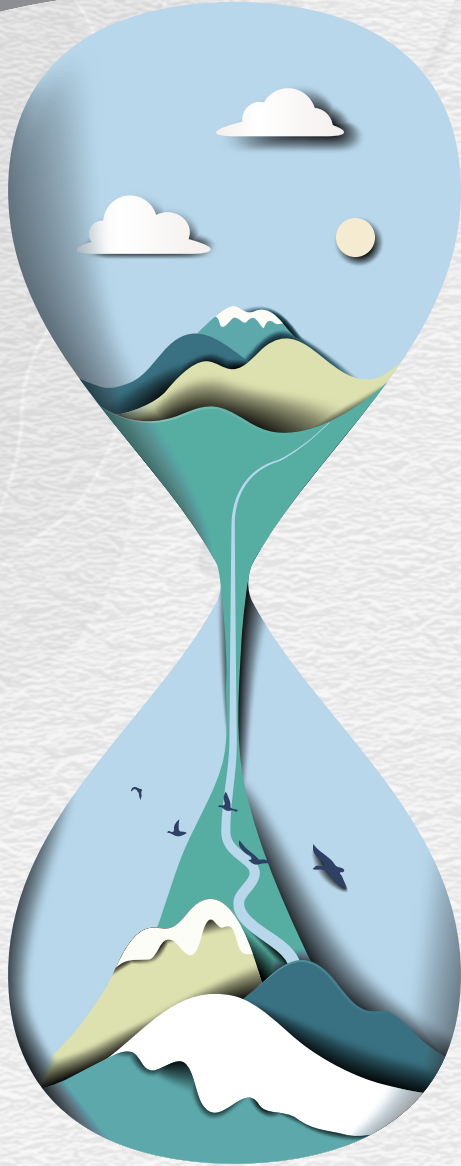
Financial Risks	How Do We Manage Them?
Financing Risk	<p>Financial risk management aims to minimize the adverse effects caused by the volatility of the financial markets on the financial results. To protect against various financial risks it is exposed to, Doğan Holding utilizes various derivative products as necessary, taking into account the foreign currency liabilities of Group companies as it aims to maintain its foreign currency position at group and company levels, ensure that Group companies take position in parallel with their liquidity status, and to balance risks.</p> <p>Additionally, foreign currency positions of Group companies are assessed individually, with the overall goal of keeping a balance between the Company's main operating currency and financial liabilities by making liberal use of hedging products.</p>
Credit/ Receivables Risk	<p>Credit risk is the probability that a counterparty may default on its contractual obligations towards the Group. Credit risk also covers the receivables of Group companies.</p> <p>The activities of Audit and Risk Management Group include assessments of the receivable exposure and collateral structure of the Group companies, which are shared with Group companies and Doğan Holding Senior Management.</p>
Interest Rate Risk	<p>The Group is exposed to interest rate risk that arises from interest rate changes on assets and liabilities that bear interest. These exposures are managed through natural measures that involve offsetting assets and liabilities susceptible to interest rate changes, and by limited use of derivative instruments.</p>
Liquidity Risk	<p>Conservative liquidity risk management implies maintaining sufficient cash and marketable securities, the availability of funding through an adequate amount of committed credit facilities, and the ability to close out market positions.</p> <p>For each business unit of the Group, the risk related to the funding of current and future borrowing requirements is managed by ensuring the continuous availability of a sufficient number of high-quality credit providers. Accordingly, bank limits are determined within the scope of the treasury policy by taking into account the risks and the operation forecasts of the companies.</p>

## Risk Management

Financial Risks	How Do We Manage Them?
Foreign Exchange Risk	Foreign exchange risks arises when there is a risk of an unfavorable change in exchange rate affecting liabilities denominated in a foreign currency.. These risks are monitored and limited through foreign currency position analyses. Scenario analyses and stress tests are also used to analyze FX positions.
Capital Risk	Doğan Holding aims to reduce the cost of capital by providing returns to its shareholders and benefits to other shareholders through capital risk management. For this purpose, it endeavors to maintain the capital structure that is the most suitable for the Group's purposes. In order to maintain or adjust its capital structure, the Group may issue new shares or liquidate assets to reduce liabilities. The Group may also change the dividend paid to shareholders, or return capital.
Legal Risk	There are no outstanding lawsuits filed against Group companies that could jeopardize the continuity of operations or damage their financial structure. The legal disputes and cases related to the business activities of Group companies are monitored centrally by the Legal Affairs Department under the umbrella of Doğan Group.  This organization structure enables the Group to offer to its subsidiaries the services of attorneys specializing in various areas of law. The Legal Affairs Department offers legal consultancy on all matters of law as needed by Doğan Holding and its subsidiaries, and may also enlist the services of attorneys specializing in various areas, with the evaluation of the quality of such services handled by the Legal Affairs Department.
Information Technology Risk	The Group attaches particular importance to information security concerning the SAP system used by Group companies and other applications and software. Accordingly, the Holding has developed policies, regulations and procedures for subsidiaries in order to ensure that the information obtained and used is up to their requirements, consistent, effective, accessible and reliable at all times. The hardware, products and services to be employed in the information technologies operations are identified annually to inform relevant investments. The Holding and subsidiaries utilize both internal and external resources when it comes to information security, and conduct audits as necessary.  The Holding has made necessary internal assignments in accordance with the provisions of the Law on the Protection of Personal Data (LPPD), and established the Holding LPPD Committee to oversee administrative and technical measures.

## Risk Management





## Code of Ethics

Doğan Holding Code of Ethics governs the core principles, values and ways of doing business of the Holding and all Group companies.

The code of ethics comprises the principles and rules that our employees must adhere to in the course of their work. The purpose of these principles is to outline the basic rules and prevent any conflicts of interest that may arise between employees, business partners, customers and our organization.

Managers and employees are required to manage their roles and dealings with others in compliance with the basic principles mentioned in this document to maintain the reputation of the Doğan Group and its shareholders.

The Ethics Hotline will commence operations in 2021 for employees to contact in case of any uncertainty regarding the content of the Code of Ethics or to report any behavior or practice that violates the code.

Click [here](#) to view the Doğan Holding Code of Ethics.

## Anti-Bribery and Anti- Corruption

Doğan Group has a zero-tolerance policy on bribe and corruption. All employees and third parties acting on behalf of the Group are required to comply with the anti-bribery and anti-corruption rules, national and international laws and regulations and the Doğan Group Anti-Bribery and Anti-Corruption Policy.

There were no reports or cases of bribery or corruption in Doğan Holding in 2020.





## Protection of Personal Data

### As the Doğan Group;

it is our priority to ensure that the personal data of natural persons associated with our Company, including our customers, consumers, subscribers, and employees is processed in compliance with the relevant legislation, including the Constitution of the Republic of Turkey, international human rights conventions to which Turkey is a party, as well as the Law on the Protection of Personal Data No. 6698 ("LPPD"), and to ensure that the relevant individuals whose data is processed can exercise their rights in an effective manner.

Therefore, we carry out all procedures related with processing, storing, and transferring all personal data we have obtained in association with, including but not limited to, our employees, subscribers, consumers, visitors, business contacts, business partners, customers, dealerships, users who visit our website, in short all personal data we have obtained during the course of our activities, in compliance with the Doğan Group Personal Data Protection and Processing Policy.

The protection of personal data and the fundamental rights and liberties of natural persons whose personal data is collected constitute the basic principle of our policy governing the processing of personal data. We therefore, carry out all our activities whereby personal data is processed, by respecting the protection of the privacy of personal lives, confidentiality of communication, freedom of thought and faith, and the right to use effective legal remedies.

We take all administrative and technical measures necessary for the protection of personal data in accordance with applicable legislation and current technology, as required by the nature of the relevant data.

Click [here](#) to view the Personal Data Protection and Processing Policy, and [here](#) to view the Policy on Deletion, Destruction or Anonymization of Personal Data.





## Internal Audit and Control

**The operation of Doğan Group's internal audit and control systems is supervised by the Audit Committee. The Members of the Audit Committee are elected by the Board of Directors' resolution and carry out their activities under the Board of Directors.**

Composed of two independent members of the Board of Directors, the purpose of the Audit Committee is to assist the Board of Directors to ensure the efficient monitoring of financial and operational activities of the Corporation. During 2020, the Committee reevaluated internal control systems related to the protection of cash positions and treasury processes in accordance with developments in national and global economies and the organization's profitability and sustainability targets. In addition, the Audit Committee took part in Early Detection of Risk Committee meetings and continued to provide an effective flow of information on risk-control mechanisms to the Early Detection of Risk Committee and the Board of Directors.

Within the scope of its duty of assurance, the Committee evaluated information security maturity levels in addition to its routine activities regarding asset protection and internal control efficiency, and conducted occupational health and safety audits. It also contributed to the efforts to ensure compliance with laws and regulations including the Law on the Protection of Personal Data and the Turkish Commercial Code. The Committee plans to focus on assurance activities and action follow-ups in 2021. Furthermore, there are plans to organize training sessions within Group companies, reevaluate and revise internal control resource usage, and expand the scope of its activities through coordinated work plans with risk management in order to enhance the effectiveness of internal control.

Click [here](#) to view the working principles of Doğan Holding Audit Committee.





# Digitalization and Technology

**Technology and digitalization are among the fundamental global trends that contain both risks and opportunities awaiting companies in the future. In 2020, the change shaped by digital transformation in business and service models gained even more importance with the COVID-19 pandemic.**

Digital transformation enhances data privacy to protect against cyber-threats, while digitalization of business processes increases efficiency and contributes to the economic value and competitiveness of companies. As a Group that has kept abreast of the changing global agenda and developed pioneering practices accordingly, technology investments constitute a major focal point of our sustainable business model.

Dogan Group follows advancements in digital technologies closely to take advantage of the effectiveness boosts digitalization offers. Technology-augmented business transformation projects implemented across the Group transform our business models, processes and working environments to become more effective, more efficient and create higher value. We also ensure effective use of data to guide competency improvements that will provide a boost to our business results.



## Leading Projects of the Digitalizing Doğan Group

### Digital Innovation and VAAAY at Aytemiz

Accelerating its efforts on contactless payment, which is growing in importance as a result of the pandemic, Aytemiz launched the “Vaay” project, building up on the “Pay In Car” service it introduced in 2016 and the mobile payment system that has been a managed successfully since 2018. Vaay combines pay in car and mobile payment functionalities to offer contactless and digital payments at advantageous prices in fuel purchases and billing.

The ease-of-use and convenience of the Vaay application has also increased the amount of fuel purchased by customers per visit to the gas station. Customers using Vaay mobile payment buy around 20% more fuel compared to conventional purchases, driving up sales significantly. Taking fast and firm steps towards digitalization, Aytemiz increased the downloads of its mobile app by 70% compared to the previous year thanks to Vaay project.

Aytemiz serves more of a retail service than a brand of gas stations, and accordingly continues to offer many innovative services to its customers such as free internet, fast charging points for electric vehicles, Self Service and Motorcycle-Friendly Stations.

As a result of these efforts, Aytemiz was deemed worthy of second place at Social Media Awards Turkey 2020 as the brand that uses social media most efficiently in the petroleum products distribution sector.

In addition to social media, Aytemiz is active on digital platforms, thanks to which, the brand recorded a remarkable boost in customer experience and satisfaction and increased its website traffic by 24% compared to the previous year. Furthermore, improvements to Aytemiz’s Call Center IVR system enabled customers to access call center services quickly and without having to wait a queue, reducing the number of incoming calls by 50%. Meanwhile, Aytemiz’s Data Warehouse Project consolidated data into a singular data center and made it accessible to all teams in real time based on pre-set authorization levels. As a result, reporting procedures are now 90% faster.

## Digitalization and Technology





## Leading Projects of the Digitalizing Doğan Group

### Customer Relationship Management (CRM) System at Çelik Halat

The CRM module deployed at Çelik Halat has introduced a portal for the management of all customer relationships procedures. Customer information, intelligence, meeting notes, visit notes, follow-ups of potential customers and offer management and reporting are now all managed from a central system. Thanks to the new system, it is now possible to view all information, correspondence, negotiations and contracts relating to an individual customer.

### Digital Suggestions System at Ditaş

The feedback and suggestion system for employers of Ditaş was moved to digital, increasing engagement while reducing paper waste.

Digitalization  
and  
Technology



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*We Add Value to Society*

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WE UNDERSTAND THE  
VALUE OF PEOPLE'S  
RIGHT TO LIVE, HEALTH  
AND SAFETY, TRUST  
AND APPRECIATION,  
RESPECTING THEIR  
DIGNITY AND CHOICES,  
AND THE SERVICE TO  
HUMANITY.

# We Add Value to Society

At Doğan Holding, we understand that an inclusive society is possible.

We are aware of the impact of each individual on society and, as our business philosophy, we adopt the common value approach that will foster development for both the individual and society. While re-establishing our principles of value creation, we adopt an egalitarian and inclusive business model that benefits all stakeholders from our employees to our business partners, the supply chain to our customers.

We endeavor to make an inclusive business model possible through women's empowerment and gender equality, and by leveraging our impact on the local economy.

Guided by our commitment to gender equality and in an effort to ensure a more equal workplace we aim to increase women's representation on boards of directors across the Group to 30% and at management levels to 40% by 2025.

With our talent management approach and our philosophy that focuses on employee safety, health, and satisfaction, we contribute to Sustainable Development Goal 4 "Quality Education" and Goal 8 "Decent Work and Economic Growth" while supporting Goal 17 "Partnerships for the Goals" through collaborations we have established for employee development and training. We also contribute to the SDG 5 and SDG 10 through our efforts on equality and diversity.



Achieve gender equality and empower all women and girls



Reduce inequality within and among countries



Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all



Promote sustained, inclusive and sustainable economic growth, full and productive employment, and decent work for all



Strengthen the means of implementation and revitalize the global partnership for sustainable development

We Add  
Value to  
Society





## Employer Brand Project: AT DOĞAN

In 2020, we conducted Employer Brand activities based on Doğan Group's philosophy, values, brand identity and the current and potential employee perception.

Results from Turkey's Most Attractive Employers surveys and employee perception surveys offered a snapshot of the current situation for Doğan Holding and Group companies. Company and Group-based reports were compiled in light of these data, and the resulting brand essence was used to shape the employee value proposition.

This novel approach to human resources, employees of Group companies described our employer brand essence as: Appreciative, value-adding, principled, transparent, dynamic, consistent, prestigious, sincere, trustworthy and performance-oriented.

This value proposition served as the foundation of our employer brand universe named "At Doğan", and paved the way to the establishment of action teams. In 2021, we will focus on expanding the scope and enhancing the efficiency of the employer brand.

We have plans to utilize the employer brand in the areas of talent, career, development, life and innovation. In this context, we manage our internship programs, new graduate and young talent-oriented activities under "Talent at Doğan", recruitment, career development and rotation practices under "Career at Doğan", our professional and individual development programs and our mutual learning, coaching and mentoring programs under "Development at Doğan", our social responsibility and social organizations under "Life at Doğan", and our intrapreneurship and employee suggestion systems under "Innovation at Doğan".

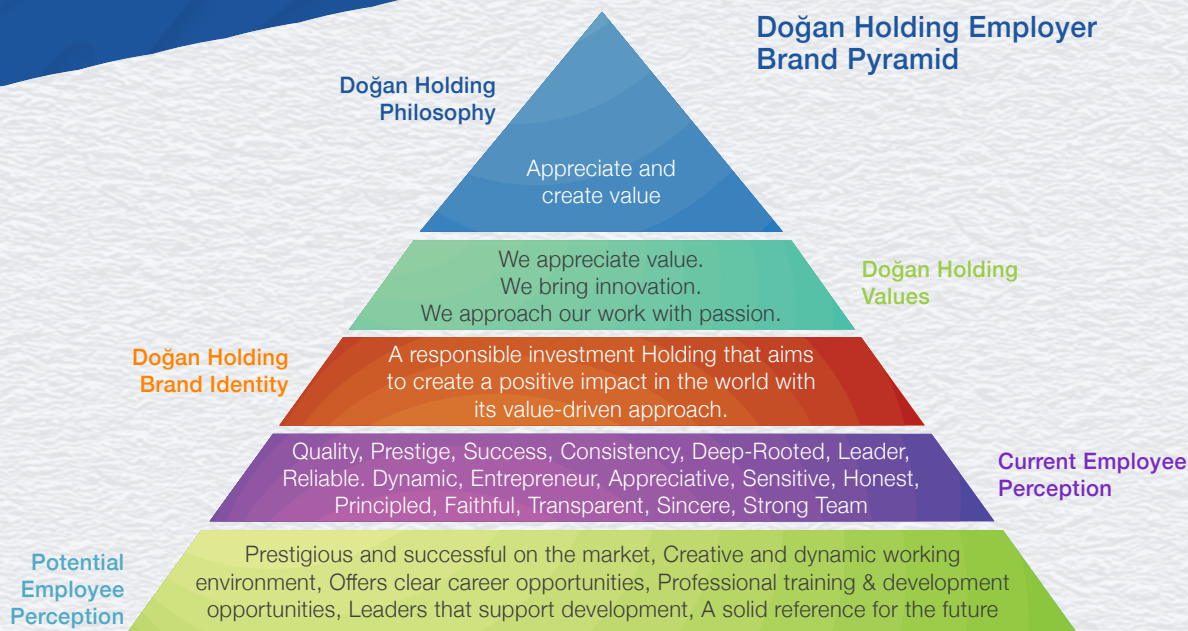
An appreciative,  
value-adding,  
principled, transparent,  
dynamic, consistent,  
prestigious, sincere,  
trustworthy and  
performance-oriented  
organization.

At Doğan

AT DOĞAN



## Doğan Holding Employer Brand Pyramid



### At Doğan Group;

**Employer Brand Essence:** Appreciative, value-adding, principled, transparent, dynamic, consistent, prestigious, sincere, faithful, performance-oriented.

**Employee Value Proposition:** "At Doğan"

**Employer Brand Manifesto:** You are part of life "at Doğan".

The main activation areas the Employer Brand is based on are Talent Acquisition, Career, Development, Life, Innovation and COVID-19.

- **Talent at Doğan:** On- and off-campus events, communication with professionals
- **Career at Doğan:** Recruitment, new recruit experience, performance management and career planning, recognition
- **Development at Doğan:** Professional and personal development, innovative development
- **Life at Doğan:** Employee communication, inter-department communication, social benefit
- **Innovation at Doğan:** Idea platforms, intrapreneurship
- **COVID-19:** Employment communication, learning and development, wellbeing, leader communication

## Pillars of the Employee Value Proposition:

### Sense of Responsibility

For us,

responsibility means being consistent since day one to create value added for one's country in every area in a transparent manner.

"We act with responsibility and transparency."

### Building Bonds

For us,

building bonds means establishing trust-based relationships with all stakeholders, appreciating their worth with candor, and working together to create value.

"We appreciate value."

### Achieving Together

For us,

achievement means sharing our diverse know-how and experiences, drawing from diversity, supporting one another, and sharing the same passion as members of a larger group of people.

"We embrace our work with passion."  
"We achieve together."

### Embracing Innovation

For us,

innovation means always striving for the better, encouraging stakeholders with new investments, and supporting entrepreneurs by being open to change.

"We bring innovation"

## At Doğan

Doğan Group values its human capital as its most valuable asset, and it is proud to be an organization that employees are always happy to be a part of. We understand that sustainable development is only possible with the engagement of employees, and we endeavor to sustain our growth driven by employees who employ a strategic mindset, formulate rapid and effective solutions against challenges, and uphold the corporate values.

Doğan Holding's human resources policy is based on the intersection of targets of the organization and its employees. As a result, maintaining high employee loyalty and disseminating the corporate culture to be embraced by employees are of vital importance. We encourage and motivate employees to internalize and act in accordance with the code of ethics, which are shared via internal communication channels and training programs.

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Click [here](#) to view the Doğan Group Human Resources Policy.

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As one of Turkey's largest conglomerates, we endeavor to keep pace with the changing global environment to keep our existing talent and attract new people who will take our work to the next level. One of the main goals of our Group is to establish a happy and peaceful working environment and become an organization that all employees can be proud to be a part of. In this context, we are managing our human capital with our Employer Brand model which aims to sustain our group values and define behavior that will facilitate leadership and performance improvement.

## Talent Management

### TALENT AT DOĞAN







## Employee Development

### DEVELOPMENT AT DOĞAN

Creating and maintaining suitable opportunities for maximizing employee potential and ensuring the continuous development of personnel is a primary responsibility for Doğan Holding. We place great emphasis on employee training across all stages and levels. We have adopted a corporate culture that encourages learning and development in order to cultivate competent and professional employees.

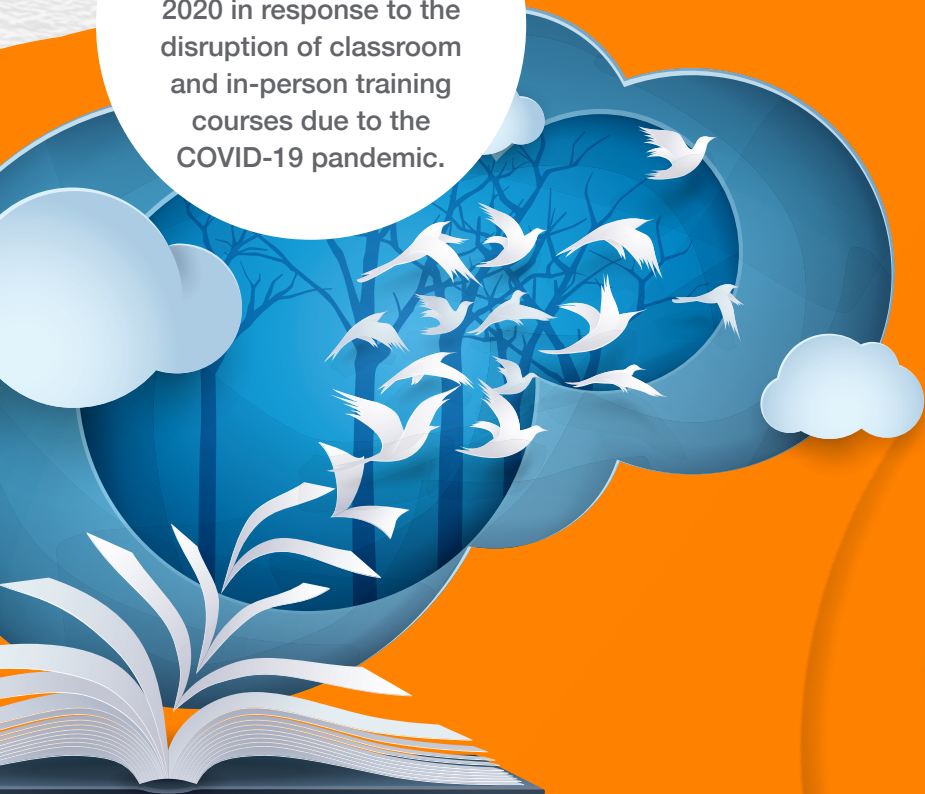
We design training programs that aim to improve personal skills alongside their professional skills to enhance the Holding's success and productivity. The training programs include a wide range of areas including personal development and technical and managerial skills. These are enriched with specialized solutions tailored to the needs of organizations.

These include the Doğan Leaders Development Project launched in 2019 for senior managers across the Holding and Group companies, and the Value-Creating Executives Program for mid-level management. These programs continued in 2020.

We offer orientation training for new recruits to help them adapt quickly to the corporate culture, as well as further training opportunities for employees to build upon their existing competencies. New recruits are assigned an orientation buddy to support them during their first month at work. Orientation buddies are chosen jointly by the new recruit's immediate supervisor and HR. New recruits are offered support and guidance about the physical office environment, team orientation, details about tasks and the systems & processes used from the moment they set foot in the workplace for the first time. They are given information about what procedure that should follow in case they need assistance to ensure that the adaptation is completed in a straightforward manner.



Doğan Holding established the “Development with Doğan” e-platform in 2020 in response to the disruption of classroom and in-person training courses due to the COVID-19 pandemic.



## Employee Development

### DEVELOPMENT AT DOĞAN

Doğan Holding has partnered with several private universities to offer fee discounts for employees, who are able to study for their master’s degree while working full-time.

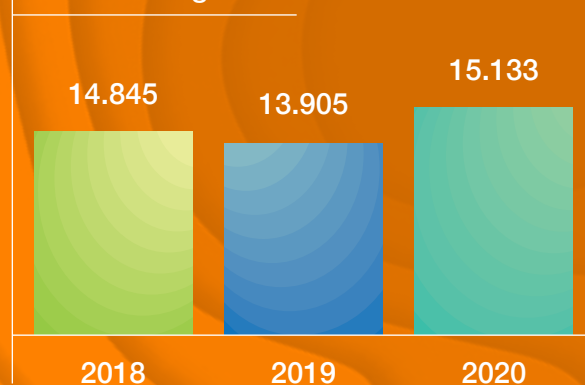
Meanwhile, Doğan Holding raises its own in-house trainers with the “We Learn from One Another” program launched in 2019. This program continued online in 2020.

The program aims to establish a rich training catalogue and a corporate culture of learning and teaching where Group employees share their knowledge and know-how with their colleagues and openly communicate with one another.

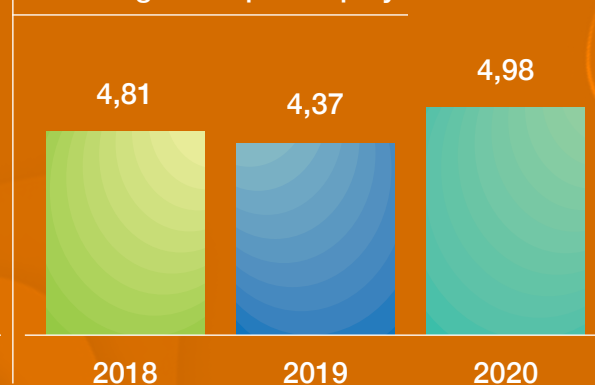
Doğan Holding established the “Development with Doğan” e-platform in 2020 in response to the disruption of classroom and in-person training courses due to the COVID-19 pandemic, and enabled the Holding and Group companies to continue their training programs safely.

These practices aim to bolster Doğan Holding’s position as a tech-savvy employer brand that develops new business processes and assumes a leadership role in new markets.

Total training hours



Training hours per employee





## Employee Development

### DEVELOPMENT AT DOĞAN

#### 360-Degree Feedback and Development

We believe that a transparent, positive, constructive and trust-based feedback culture will help raise awareness, identify the strengths and areas of improvement and improve behaviors and performance, leading to higher overall performance for teams and higher efficiency for the Company at large.

The feedback culture requires a top-down approach. Accordingly, in 2020 we collaborated with the Board of Directors and utilized the Doğan Holding Leadership Competency Set to develop and launch a 360-Degree Feedback and Development program, which initially targeted the senior executive teams of the Doğan Holding and Group companies.

The 360-degree feedback is collected from the individual subject to the assessment themselves, their superiors, peers and subordinates. The holistic feedback about the individual informs reports that help executives understand the divergence between their perception of themselves and others' perception of them.

We plan to continue this program of feedback and development in 2021 as well.

#### Coaching Program

We have begun offering coaching to employees in order for them to realize their full potential, help them overcome the obstacles they encounter in business, and achieve work-life balance.

Fourteen employees from the Holding and Group companies were hand-picked to be trained as internal coaches. In 2020, 31 employees benefited from coaching services. Preparations have been started for the second iteration of the program in 2021.





## Career Management

### CAREER AT DOĞANDA

We have implemented an achievement recognition policy to attract competent talent and increase employee loyalty. We believe that employees who perform above expectations and achieve exceptional success above and beyond the requirements of their position should be appreciated and rewarded accordingly.

Doğan Group has established a performance management system to create a human resources management model compatible with its visions and strategies. The objective of the performance management system is to encourage employees at all levels to embrace a high performance culture, and thus ultimately create value for all stakeholders.

The system enables Doğan Group to actively monitor employee performance and offer guidance, support high-achieving employees, develop career and merit plans, and reward employee performance.

Doğan Holding's remuneration policy is based on the principle of **"equal pay for equal work"** and takes into account wage categories, current market trends and performance evaluations. Doğan Holding works in collaboration with salary survey companies to have necessary data available at all times. The organization's remuneration policy includes data from salary surveys for individual sectors.

Click [here](#) to view the Doğan Group Remuneration Policy.

### Doğan Value Awards

Launched in 2019 and continued in 2020, the **Doğan Value Awards** saw 64 applications from 14 companies evaluated by the preliminary evaluation committee and the jury in eight categories. Winning persons, projects, products and services were awarded in a large-scale ceremony, which took place online due to the pandemic.

### One of Us

The "One of Us" internal job posting platform enables Doğan Holding and Group companies to prioritize existing employees to fill open positions. Jobs are posted on the internal platform first to identify and potential candidates among current employees. If no suitable candidate is found, external postings are used instead.

The "One of Us" platform allows employees to identify and benefit from internal promotional opportunities, expanding the scope of their career development options.





Doğan Holding believes that a successful working environment, innovation, and even a prosperous society is only possible through equal opportunity and diversity.

Therefore, equal opportunity and diversity constitute an essential part of our Human Resources Policy and Human Rights Policy. We endeavor to offer equal opportunities to all of our employees, without any discrimination based on religion, language, race, age, nationality, gender or social background. We base our selection, recruitment, selection and remuneration processes on individual merit, performance, skills and experience.

Doğan Group is guided by the principle of “equal pay for equal work” in remuneration, and offers egalitarian and competitive opportunities for employees based on market conditions. We are also committed to offer our employees a safe working environment free from all forms of harassment, abuse and violence.

Click [here](#) to view the Doğan Group Human Rights Policy, and [here](#) to view the Doğan Group Human Resources Policy.

We believe that equal right and opportunities for women is the fundamental factor for a sustainable economic growth and a balanced social development. In World Economic Forum's (WEF) Global Gender Gap Report, Turkey is ranked 136th women's economic participation and opportunity, and 130th in gender gap index. We believe that business has a significant responsibility to change this picture.

Accordingly, the Aydın Doğan Foundation attaches particular importance to the education of young girls. The Foundation provides support to education with the teaching facilities and dormitories it has built for young generations; it also encourages success in fields such as healthcare, culture, arts and sports through a number of national and international competitions.

We aim to increase women's representation on boards of directors across the Group to 30% and at management levels to 40% by 2025.

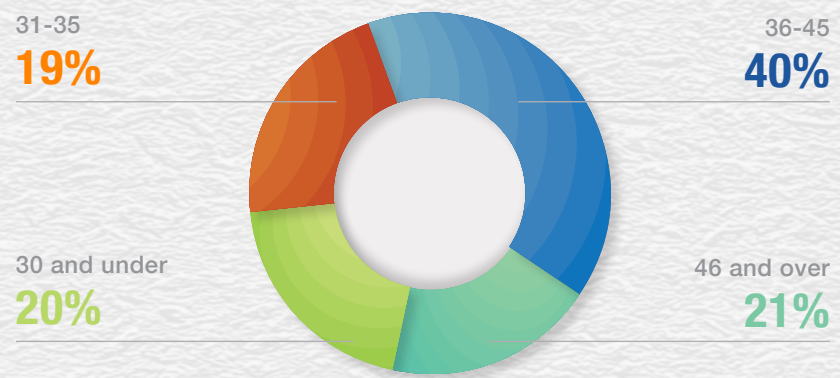
Equal  
Opportunity  
and Diversity





## Equal Opportunity and Diversity

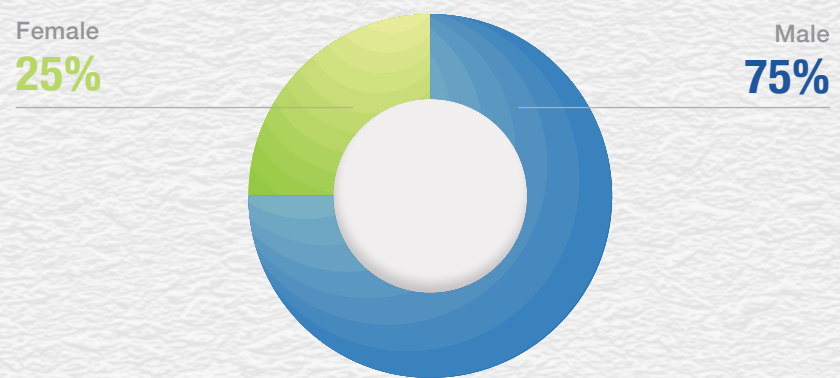
### Age Groups of Doğan Holding and Group Companies Employees<sup>4</sup>



Doğan Group is empowered by a qualified human capital equipped with a diverse range of skills and competencies, and the Group is committed to develop practices to encourage better representation of women, youth, and people with disabilities in business. Our physical premises are developed with accessibility in mind, and any improvements necessary are made without delay. In 2020, 95% of all Group employees who took maternity leave and returned to their jobs.

We respect the union rights and liberties of our employees, and we protect these rights with the Doğan Group Human Resources Policy.

### Gender Breakdown of Doğan Holding and Group Companies' Employees<sup>5</sup>



**Women's representation**  
in Doğan Holding  
Board of Directors:  
**45%**

(4) Includes Doğan Holding and all Group companies.  
(5) Includes Doğan Holding and all Group companies.



In 2020, we gave  
**7,666 hours**  
of OHS training to employees.

## Occupational Health and Safety

Our occupational health and safety goal is clear:

### “Zero Occupational Accident and Disease”

Establishing a safe and healthy working environment for our employees is one of our top priorities. We create safer working environments through protective and remedial action, and safeguard employee wellbeing with various projects and hygiene practices.

Occupational safety experts, workplace physicians and other healthcare specialists employed by Group companies keep abreast of national regulations, standards and global practices to inform necessary improvements within the organization.

Doğan Holding Occupational Health and Safety Unit plays an important role in putting into practice the organization’s focus on occupational health and safety. The unit regularly reviews OHS practices within the group to disseminate international developments and best practices within Group companies and to ensure regulatory compliance.

Doğan Group offers basic occupational health and safety training programs to raise awareness among employees, as well as more specialized training courses (emergency response, employee representative, equipment safety, first aid, hygiene, etc.)

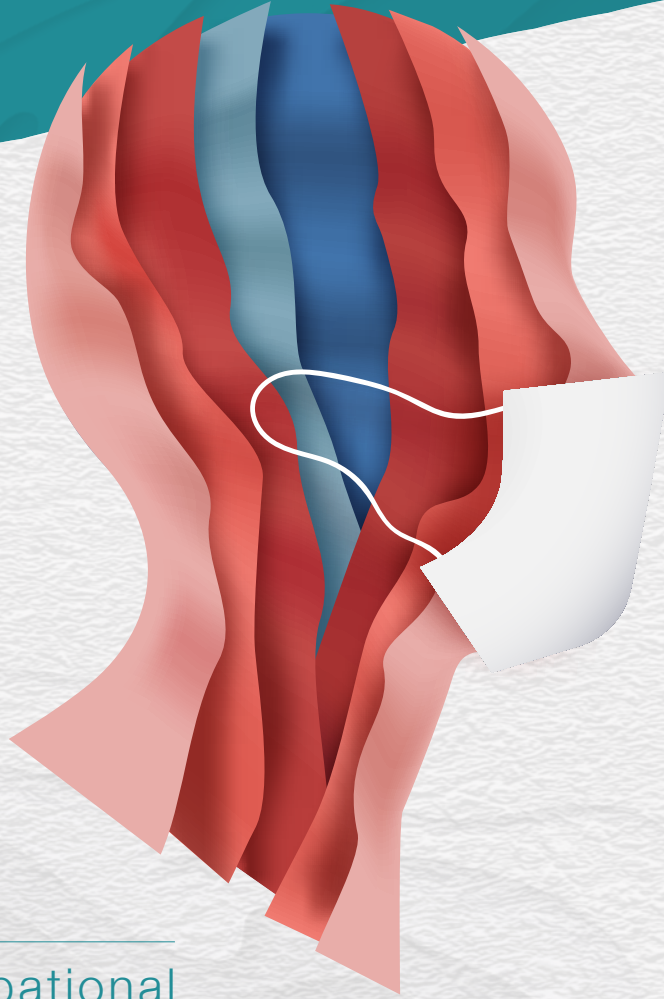
During the year, we also took several measures to protect the health and safety of our employees, subcontractors and stakeholders and ensure business continuity during the global COVID-19 pandemic. We took every safety measure recommended by local, national and international bodies.

Our measures and actions against COVID-19 are guided by the recommendations of Turkish Ministry of Health and other national and international agencies. The Doğan Holding Crisis Committee, which was established at the onset of the pandemic, determined the main principles to be followed across the Group. We kept abreast of the developments to revise our measures and procedures as necessary.

We also prepare emergency plans based on potential emergency scenarios in Group companies, and revise these plans according to legal periods and changing conditions. Emergency response teams established under these plans (firefighting, search and rescue, evacuation, communication, hazardous energy response, etc.) receive regular training by authorized individuals and organizations and carry out drills at least once a year.

Click [here](#) to view the Doğan Group Occupational Health and Safety Policy.





## Occupational Health and Safety

Workplace accidents and near-miss events are recorded and reported to relevant units. Periodic controls of work equipment and workplace hygiene measurements are carried out regularly based on the findings and suggestions of public agencies, OHS experts and workplace physicians.

Occupational health and safety risks are discussed at the Early Detection of Risk Committee meetings of Doğan Group companies, which decide upon the action and follow-ups necessary. These activities are audited for compliance as part of annual audit plans.

### COVID-19 Crisis Committee and Practices

Upon the outbreak of the pandemic in Turkey in March 2020, we took rapid action and implement measures to protect the health of our employees and customers and established the COVID-19 Crisis Committee to coordinate these efforts.

The committee, made up of leaders and employees from various departments, strives to collect the most accurate data available to shape an approach prioritizing employee health and focused on collaboration, flexibility, inclusion and responsibility. The committee supports the senior management in decision-making processes related to protecting the health of employees and creating healthy and safe working conditions.

Between the transition to a remote working model to the time our colleagues returned to their offices, we remained in close communications with all employees to keep close watch of their health conditions, working conditions and concerns. For this purpose, we also launched the COVID-19 Experience Survey in June.

The survey was crucial in demonstrating how close communications and the measures taken affected our employees. The online survey interviewed the employees of Holding and Group companies regarding their experiences during the period they worked from home. In the survey, 67.8% of our employees reported that working from home was productive. The percentage of employees who said they would recommend Doğan Holding and Group companies to others increased by 7.9 points compared to the pre-COVID-19 period to reach 85.1%. Participants to the survey also saw a greater alignment between Doğan Holding values and their actual experience compared to before the COVID-19.

The percentage of employees who said they would recommend Doğan Holding and Group companies to others increased by 7.9 points compared to the pre-COVID-19 period to reach

# 85.1%



While continuing our activities with the mission of providing sustainable benefit in our country's journey towards modernization, we establish our corporate social responsibility approach according to the principle of creating continuous value.

As Doğan Holding, while continuing our activities with the mission of providing sustainable benefit in our country's journey towards modernization, we establish our corporate social responsibility approach according to the principle of creating continuous value.

For this mission, we do not only expend our efforts via Aydın Doğan Foundation but also establish effective partnerships, thereby launching long-running social responsibility projects in education, culture and arts, health care and the environment. Encouraging the voluntary participation of our employees in social responsibility projects, we consistently increase the social benefit we generate with social responsibility projects.

All the activities conducted by our Group companies are guided by our social responsibility approach. We undertake projects that touch the lives of people living throughout all of Turkey.

Click [here](#) to view the Doğan Group Social Responsibility Policy.

## Social Investments





## Social Investments

### Shared Values Initiative (SVI)

Established in 2016 by Doğan Holding Chairwoman Begüm Doğan Faralyalı, the Shared Values Initiative (SVI) aims to place values at the center of daily lives. SVI is a social responsibility project that endeavors to eliminate polarization in the society through encouraging individuals to identify their personal values and form communities around the values they share. Accordingly, SVI conducts studies for this purpose, while supporting value-oriented projects that promote joint development.

### Aydın Doğan Foundation

Founded in 1996, Aydın Doğan Foundation has contributed to Turkey's development and progress with its activities. Representing Doğan Group's social responsibility approach since its inception, the Aydın Doğan Foundation is recognized for the success of its activities and the respect they have received on domestic and international platforms.

In particular, the education of young girls has been a top priority of Aydın Doğan Foundation. The Foundation supports education by building teaching facilities and dormitories for youth; it also cultivates success in the fields of healthcare, culture, arts and sports by organizing a number of national and international competitions.

### Education

The Aydın Doğan Foundation has launched countless projects to improve the educational conditions in Turkey and to increase the quality of the education system. Below is a list of educational institutions and facilities built by the foundation and donated to the Ministry of Education for their use:

- Işıl Sema Doğan Elementary School, Gümüşhane
- Atatürk University Aydın Doğan Private Elementary School, Erzurum
- Yaşar and İrfani Doğan Vocational and Technical High School Gümüşhane
- Aydın Doğan Fine Arts High School, İstanbul
- Erzincan Social Sciences High School, Erzincan
- Hürriyet Vocational and Technical High School, Erzincan
- Bahçelievler Aydın Doğan Vocational and Technical High School, İstanbul (Communication)
- Bağcılar Aydın Doğan Vocational and Technical High School, İstanbul (Health)
- Gümüşhane University, Kelkit Aydın Doğan Vocational School, Gümüşhane
- Galatasaray University, Aydın Doğan Auditorium, İstanbul
- Sema Doğan Park, Gümüşhane
- Aydın Doğan Sports Complex, Gümüşhane
- Aydın Doğan Girls Dormitory, Şiran/Gümüşhane
- Aydın Doğan Girls Dormitory, Kürtün/Gümüşhane
- Nene Hatun High School Aydın Doğan Girls Dormitory, Erzurum
- Erzincan University Aydın Doğan Girls Dormitory, Erzincan
- Hacı Hüsrev Doğan Girls Dormitory, Kelkit/Gümüşhane
- Aydın Doğan Family Life Center, Köse/Gümüşhane
- Erzincan High School Aydın Doğan Student Center and Conference Room/Erzincan





## Social Investments

### Design-Skill Workshops

The Aydın Doğan Foundation made a donation to the Ministry of National Education for the establishment of Design Skill Workshops in 20 schools to help children learn by experience. These Design Skill Workshops were established in schools built by the foundation itself, schools affiliated with the girls' dormitories and those determined by the Ministry.

We believe that the Design-Skill Workshops are critically important for changing the current approach used in the education system.

### Distance Learning Support

With the COVID-19 pandemic, distance learning gained great importance. Unfortunately, the shift of education to digital environments affected socioeconomically disadvantaged children and youth. Aiming to provide social benefit, the Aydın Doğan Foundation initiated the distance learning support project to contribute to building social solidarity and to serve the principle of equality in education, which is a fundamental right of every child. After evaluating the applications received, the Foundation donated 810 laptops and 260 tablets to children and youth throughout Turkey.

### Empowered Girls, Empowered Future

We believe that the prerequisite for Turkey's advancement lies in women becoming active individuals in the spheres of family, social life, business life and politics, without any discrimination, and freely achieving their own potential and dreams, based on their own choices. That is why ensuring a quality education for girls from an early age is one of our priorities.

For its work in the advancement of women, the Aydın Doğan Foundation has been granted consultative status with the United Nations Economic and Social Council (ECOSOC).





## Social Investments

### Girls Dormitories

In 2020, the Aydın Doğan Foundation continued its support for the girls' dormitories that it had built and donated to the Ministry of Education for their use under the framework of the publicly acclaimed "Daddy Please Send Me to School" campaign. The dormitories built by the Foundation include Nene Hatun High School Aydın Doğan Girls Dormitory (Erzurum), Aydın Doğan Girls Dormitory (Erzincan), Hacı Hüsrev Doğan Girls Dormitory (Kelkit), Aydın Doğan Girls Dormitory (Kürtün), Aydın Doğan Girls Dormitory (Köse) and Aydın Doğan Girls Dormitory (Şiran).

#### *Girls' Dormitories Project Support Fund*

The Aydın Doğan Foundation established a support fund for use by the girls' dormitory managers, teachers, personnel and students. The support fund aims to enhance the living conditions of the girls residing at dormitories built under the "Daddy, Please Send Me To School" campaign, and to help them become empowered individuals who contribute to social advancement. The Empowered Girls Dormitory Support Fund was shared among seven projects submitted to receive funding. These projects

included the establishment of movie theaters and sports facilities, the development of music classes for teaching the bağlama, guitar and the violin, and the provision of a variety of training opportunities for the girls. The preparations for the projects, which aim to both entertain and train the students, were completed by March 2020, however, due to the pandemic, their implementation was postponed to the 2020-21 academic year.

#### *Preparation Book Sets for the University Entrance Examination*

The Aydın Doğan Foundation supports students preparing to enter university who reside in the dormitories established under the framework of the "Daddy Please Send Me to School" campaign.

As part of this support, the Foundation gifts them book sets to prepare for the university entrance examination. In 2020, over 600 students received these sets.





## Social Investments

### *Educational Scholarship for University Students and Young Leaders Summer Camp*

Since the 2015-16 academic year, the Aydın Doğan Foundation has been offering scholarships to successful female university students who need financial aid. Under this scholarship program, the “High Honors Scholarship” has been awarded to female students in the Faculties of Engineering, Medicine, and Law.

The Aydın Doğan Foundation also provides scholarships to female students who have resided in the dormitories built within the framework of the “Daddy Please Send Me to School” campaign during their secondary education and have been admitted to a four-year undergraduate degree program. The Foundation receives donations from Doğan Group companies under the “60th year Education Fund” and grants scholarships to a growing number of students every year.

### *Online Trainings*

In addition to providing scholarships, the Aydın Doğan Foundation also offers online trainings to support the vocational and personal development of students. Last year, these trainings, selected based on the specific needs of student groups, included “Communication with Adolescents and Peer Bullying”, presented between April 28 and 30, 2020 by clinical psychologists, and “Gender Equity and

Cyber Bullying”, presented between May 17 and 22, 202 by the UN Women Programme Office in Turkey.

A total of 117 scholarship recipients have participated in the trainings. The foundation’s goal is to help create open-minded and successful individuals who are capable of standing on their own feet.

### *Young Leaders Summer Camp Online*

The October 11, International Day of the Girl Child Conference was held for the sixth time, this time online, and under the theme of “Being an Adolescent Girl in a Changing World”. The Aydın Doğan Foundation Young Leaders Summer Camp was also held online in 2020 due to the pandemic.

Between July 22 and 25, 2020, 25 students participated in workshops and received trainings on Gender Equity, Introduction to Project Management, Social Entrepreneurship, Mandala, Digital Literacy, Basic Instagram Use, and Adaptation.



## Social Investments



### Student Projects

At the completion of the “Young Leaders Summer Camp”, participants develop projects based on their interests to create social benefit. The first of these projects, titled “You Can Do It, Too!”, was implemented for the first time in 2017 by university students. This project continues to be carried out in four dormitories and involves university students who were former residents in the dormitories built by the foundation visiting current residents and motivating them to continue their education.

During the last few years, other projects that were implemented included the “Butterfly Effect”, “Be Aware”, “Big Dreams, Powerful Leaders” and “Discover Yourself”. The last project to be implemented was called “Two Degrees”, which was created by a youth group during the International Day of the Girl Child Conference and raised the number of implemented projects to six. The student projects were taken to online platforms in 2020 due to the pandemic.

**International Day of the Girl Child Conference**  
Since 2015, the Aydın Doğan Foundation has hosted a conference on October 11, a day declared as the International Day of the Girl Child by the United Nations (UN). This conference aims to contribute to girls’ empowerment by removing the barriers girls face and ensuring their full access to human rights.

The October 11, International Day of the Girl Child Conference, which strives to bring attention to the obstacles girls face in reaching their potential, was held for the sixth time, this time online and under the theme of “Being an Adolescent Girl in a Changing World”.

Starting with a keynote from Vuslat Doğan Sabancı, Deputy Chairman of the Board of Directors at Aydın Doğan Foundation, the conference received live calls from Nona Zicherman, Deputy Representative at UNICEF Turkey, Asya Varbanova, Country Director of UN Women Turkey, and Zeynep Başarankut Kan, UNFPA Turkey Assistant Representative, all of whom shared special messages. A total of 111 children and young people working on the effects of climate change and global pandemics on girls and women since June published a statement that included their thoughts, criticisms and suggestions on these issues. The statement emphasized the need for greater social awareness in order to strengthen the fight against climate change and requested that climate change be included in the compulsory education curriculum.

The conference was held live in three languages, Turkish, English and Arabic, and was watched by 17 thousand people. With its conventional media and social media coverage, it reached almost 20 million people.





## Social Investments

### Aytemiz Projects

#### *Fuel Support for One-Thousand Volunteers on Motorcycles*

Aytemiz provided fuel support for the Vefa Social Support Group of 1000 volunteers on motorcycles. Established and coordinated by the Ministry of the Interior, Vefa Social Support Groups serves those in need and is supported by the Turkish Motorcycling Federation (TMF).

#### *Sponsorship for Paralympic National Tennis Player Büşra Ün*

Maintaining its support for sports and athletes, Aytemiz has sponsored Turkish national paralympic star tennis player Büşra Ün, who is preparing for the 2021 Tokyo Olympics. Büşra Ün has won multiple medals and championships and is preparing for the 2021 Tokyo Olympics with Aytemiz's support.

#### *Fuel Support for the Search and Rescue Support Association on Motorcycles (MAKUD)*

The Search and Rescue Support Association on Motorcycles (MAKUD) is an NGO that performs voluntary search and rescue activities. The association was among the first search and rescue teams to arrive on the scene of the Izmir earthquake. Aytemiz's support for the association, which had begun with the Motorcycle-Friendly Traffic Project, has continued in 2020 as well.

### Çelik Halat Projects

#### *Support for Kocaeli Kassel Child Welfare Agency*

In September 2020, Çelik Halat's Social Responsibility Club supplied various needs of the children who live at the Kocaeli Kassel Child Welfare Agency, including mattress pads, diapers, clothing, toys and stationary goods.

#### *Support for Tüvana Foundation for Educating Children (TOÇEV)*

To support children who are unable to receive education or who have to work due to the financial hardship of their families, soaps were purchased from the TOÇEV store and presented to employees, along with note cards featuring the Company values on them.

#### *Donations for Darüşşafaka Association*

In December 2020, Çelik Halat's Social Responsibility Club purchased kolonya (scented hand sanitizers) from the Darüşşafaka Association, Turkey's first educational NGO, and gifted them to the employees with the message, "Mask, Distance and Hygiene".



## Ditaş

### *Contribution for Science and Technology*

Thanks to its continued investments in technology and science despite the challenging work conditions during the pandemic, Ditaş qualified to receive Turkish Standards Institution's "TSE Covid-19 Safe Production Certificate". Ditaş also signed a collaboration protocol with Niğde Ömer Halisdemir University, which involved the two organizations agreeing to conduct research on science and technology together.

### *Food Parcels*

During Eid-ul-Fitr, Ditaş donated 100 food parcels to the "Social Market", founded by the Niğde Municipality's Social Support Directorate, to help those in need.

## Sesa Ambalaj

### *Izmir Earthquake Relief Campaign*

Sesa Ambalaj supported the victims of the Izmir Earthquake that occurred on October 30, 2020 by providing 145 food parcels and fuel for heating. Additionally, it provided cash assistance equal to one year of rent (as verified by the Izmir Municipality) for two families who had lost their homes in the earthquake.

## D Gayrimenkul

### *Children's Events & Concerts at the Trump Shopping Center*

In January, special shows and workshops were held at the Trump Shopping Center during the semester break. In February, the Sonic Boom show was staged for children. On February 15, a Valentine's Day concert featuring Ayşegül Aldinç was held at Trump Cadde.

### *Exhibitions and Workshops at the Trump Art Gallery*

Shopping center visitors were treated to exhibitions held at the Trump Art Gallery, where the artists conducted special workshops for the kids under the exhibition themes. Through these free workshops, children explored art with professionals, enjoyed their time and learned to appreciate art.

Between January 1 and 30, the Trump Art Gallery hosted Hakan Sorar's solo exhibition "Recolor", and the artist held a workshop for children, titled "Painting My City". Between February 1 and 29, Güliz Baydemir's solo exhibition, "Noah's Ark", was displayed, and a children's workshop, held under the same title, was led by the artist.

The opening night for the last exhibition before the pandemic was held on March 8, International Women's Day. This group exhibition, titled "Kybele", was presented to art enthusiasts between March 1 and 31. Artist Şinasi Göktürkler conducted a children's workshop, titled "My Dear Mother", as part of the exhibition.

## Doğan Burda

Doğan Burda continues to prioritize its social responsibility efforts with its publications. In addition to developing new projects to create social responsibility awareness on culture, art, history, nature, environment and health throughout the year, the Company also supports various projects.

### *Restaurants at Home*

As part of the support it provides to various foundations and universities every year, Doğan Burda has launched a support project aimed at helping restaurant workers who have experienced difficulties during the pandemic.

The "Restaurants at Home" book is a compilation of over 100 recipes and culinary stories of the city. It was prepared with contributions from many organizations and people with the goal of helping the food and beverage industry, which has been going through challenging times as a result of the pandemic. In addition to sharing over 100 recipes unique to Istanbul with its readers, "Restaurants at Home" also features articles on the Turkish gastronomic culture that highlight the value the Food and Beverage industry brings to our lives.

## Social Investments



## Social Investments

### *Restaurants at Home*

Prepared collaboratively by Cemre Narin, Doğan Burda Magazine Group and Istanbul Life, all the profits made from the sale of this book went to support restaurant workers. The recipients were selected by one of the prominent representatives of the food and beverage industry, TURYİD (Tourism Restaurant Investors and Gastronomy Enterprises Association).

### *December 2020*

The “Our World Today” podcast hosted the founder and CEO of Whole Surplus, Olcay Silahlı, as a guest speaker to talk about how surplus food is harming the economy, the environment and the society.

### *November 2020*

The “Our World Today” hosted Kivılcım Kocabıyık, founder of the Yuvam Dünya organization, to discuss the measures we need to take against climate change, as well as her organization’s roadmap.

### *Sustainability Supplement*

In January and December 2020, a Sustainability Supplement was prepared and distributed with the Capital magazine.

### *Event*

CEOs from prominent business organizations and NGO leaders gathered to discuss ‘sustainability’ and ‘zero-waste’ at the online ‘Zero Waste Summit’ held by the Capital and Ekonomist magazines on December 9.

### *Panel on Science and Scientific Publishing in Turkey*

The Popular Science Turkey team, invited by the Istanbul Technical University’s Science and Civilization History Club, led the “Science and Scientific Publishing in Turkey” panel.

### *“Rich Hearts of Turkey” Research*

Research on the “Rich Hearts”, initiated for the first time in Turkey by the Capital magazine to identify the country’s philanthropists, was conducted for the eighth time in 2020. Having based its findings on the contributions made in 2019, the 2020 research continued to serve an important mission and encouraged people to donate more to charitable causes.

### *Social Responsibility Leaders*

Capital magazine identifies the most socially responsible companies based on its annually performed “Corporate Social Responsibility” research. In 2020, the magazine published the results of its “Social Responsibility Leaders” research, highlighting the importance of social responsibility once again.

### *Support for the Business World and Entrepreneurship*

Doğan Burda continues to support entrepreneurship and the business world by conducting various studies, such as Capital’s “Capital 500” or Ekonomist’s “Women Entrepreneurs”. As part of the Women Entrepreneurs project, awards like “Turkey’s Woman Entrepreneur”, “Promising Woman Entrepreneur” and “Women Entrepreneurs Creating a Local Difference” are given. The goal of “Turkey’s Woman Entrepreneur” competition is to create more exemplary success stories.

### *Sponsorship Support for Culture and Arts*

With the magazines in its portfolio, Doğan Burda continued to raise cultural awareness in Turkey by providing media sponsorship support for the İKSV, Contemporary and Bakır Foundation Anatolian Awards in 2020. To this end, the festivals, concerts, exhibitions, film screenings and talks organized by these institutions were featured by our media outlets.



### *Support for WWF-Turkey*

By promoting WWF Turkey's donation campaign, Doğan Burda magazines have contributed to the organization's work, which includes environmental protection and the professionalization of NGOs in Turkey.

### *Support for Education and Health*

In 2020, Doğan Burda continued its support for health and education foundations, which included Darüşşafaka and the Educational Volunteers Foundation (TEGV) in the field of education, and Tohum Autism Foundation and LÖSEV Foundation for Children with Leukemia in the field of health.

## **Doğan Egmont**

### *Duygu Asena Novel Award*

To commemorate the life of esteemed author Duygu Asena, who introduced many "firsts" to Turkey in terms of women's rights, freedom and equality, the Duygu Asena Novel Award has been given on an annual basis since 2007 to reward successful literary works.

This award is given in the memory of Duygu Asena, who has shown unique sensitivity to women's issues. Inspired by her groundbreaking book, "The Woman Has No Name", the award aims to highlight the continuing problems women face in our country and to raise public awareness.

In 2020, the Duygu Asena Novel Award was given to Irmak Zileli for her new novel, "Son Bakış," in a ceremony held online due to coronavirus measures.

### *Reading Helps*

In March 2020, Doğan Kitap created a blog to provide a digital communication platform for readers who had to stay home due to the pandemic. The blog shared entertaining content, such as author interviews, news from the literature world, book reviews, fun facts about books, and personality and general knowledge tests.

### *April 23 Children's Festival*

In 2020, the April 23 Children's Festival went online for the first time, providing children and their parents the opportunity to get together with their favorite authors. The festival hosted Zülfü Livaneli, who gave the opening speech, as well as Göktuğ Canbaba, Tan Sağtürk, Sevil Köybaşı and award-winning children's book author, Ömür Kurt, and they talked about the establishment of the Grand National Assembly of Turkey and the importance of national sovereignty.

### *Doğan Egmont At School*

One-on-one school interviews and author events were carried out online due to the pandemic. The sales team conducted 3,000 school visits and 580 online school interviews. Thanks to the 500 in-person events and 350 online events attended by authors, a direct relationship was able to be established with students and teachers.

## **Social Investments**



## Hürriyet Emlak<sup>6</sup>

### 2 Months Free Campaign

Like all sectors, the real estate sector was negatively affected by the coronavirus pandemic. The rapid spread of the virus, office closures and lockdowns placed serious pressure on the real estate market, especially during April and May. To support real estate agents, whose business activities came to a nearly complete halt during the pandemic, Hürriyet Emlak provided two months of free membership to all its current and new members.

### Let's Walk Together

There are 280 thousand visually-impaired people in Turkey. The ability to use a white cane is learned at an early age, and it ensures the fully independent and equal participation of visually-impaired individuals in social life as well as boosts their confidence. Within the scope of its social responsibility work, Hürriyet Emlak contributed to Piston Interactive's "Let's Walk Together" movement, which aims to provide white canes to visually-impaired students in need. By providing the last five smart canes for the "100 smart canes for 100 visually-impaired students" campaign, Hürriyet Emlak helped the project reach its first round goal and brought happiness to the students.

### Under the Same Roof - Rental Assistance Project

The 6.6 magnitude earthquake that took place in Izmir caused massive damage, particularly in the Bayraklı district. There are many damaged and uninhabitable buildings next to the collapsed buildings.

To assist the earthquake victims, Hürriyet Emlak initiated the most extensive social responsibility project in its history. With the "Aynı Çatı Altında (Under the Same Roof)" project, launched in cooperation with the Ahbap Association, one of the most trusted charity organizations in Turkey, and the Bayraklı Municipality, one year's worth of rent for 20 families was covered.

### Earthquake Relief

In cooperation with the Beşiktaş Municipality, Hürriyet Emlak sent aid packages to those in need following the 6.8 magnitude earthquake that occurred in the Sivrice district of Elazığ. Through the aid campaign, where all employees contributed, cleaning materials and winter clothes were sent to earthquake victims.

After the Izmir earthquake, Doğan Burda sent children's books to children affected by the disaster. Books were distributed to children by volunteer field workers in Izmir.

## Netd

### Festtogether 2020

Turkey's first sustainable music festival, Festtogether, was broadcast on Netd Müzik's YouTube channel on Saturday, May 9 to support the needs of those affected by the COVID-19 pandemic, using the Needs Map platform.

The festival was broadcast live for 15.5 hours and viewed 12 million 450 thousand times. It was able to meet 80% of the needs (334,791 needs) listed on the Needs Map, which included sanitary products, computers for students for distance education, as well as funds for performing artists and tech workers in the music industry.

Festtogether featured 29 famous hosts and 43 widely-known artists, who had prepared special performances for Festtogether.

## Social Investments



*We Add Value to the Planet*



As Doğan Holding, we know that

*a sustainable planet* is possible.

To help create a sustainable planet and a better world, we've adopted a business model that heals and restores the Earth.

We Add Value to the Planet

In its 2021 Global Risks Report, the World Economic Forum lists climate change, extreme weather events, environmental problems and limited natural resources as top risk factors. As these global trends and risks significantly affect the sustainability of the systems in the world, a responsible approach to conducting business is needed.

As Doğan Group, we are active in sectors that heavily rely on natural resources, such as the industrial, energy and steel wire rope sectors, as well as other critical sectors that impact the environment in various ways. Therefore, we manage our environmental impact by applying a comprehensive strategy. We identify the particular risks associated with each sector and always look for areas of improvement. Our prioritized areas in sustainability and environmental impact include climate change and energy, natural resource and waste management, water management, and biodiversity.

To achieve our goal of becoming a carbon-neutral organization by 2030, we will introduce many energy-efficiency practices such as renewable energy installation and green electricity supply.

Additionally, we aim to restore all the water we use to nature by 2030. In order to achieve this, we adopt the global best practices for water recovery in our operations where water is used extensively, and we invest in transformation projects for our buildings and office spaces that will minimize our environmental impact.

Through our environmental impact work, we contribute to Sustainable Development Goals 6, 12, 13 and 15.



Ensure availability and sustainable management of water and sanitation



To ensure sustainable consumption and production patterns



Take urgent action to combat climate change and its impacts



Protect, restore and promote sustainable use of terrestrial ecosystems, halt biodiversity loss

**WE VALUE THE WORLD AND THE ENVIRONMENT, CULTURAL INTERACTIONS AND PLURALITY, TECHNOLOGICAL PROGRESS, ETHICS, QUALITY STANDARDS AND INTERNATIONAL COLLABORATIONS.**





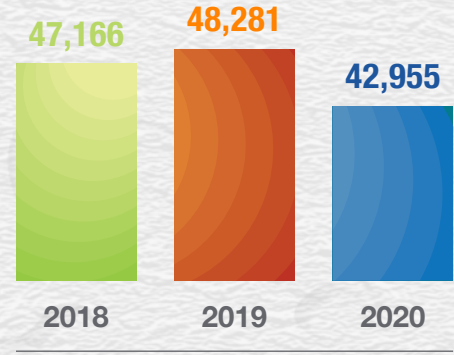
## Climate Change and Energy

Bearing in mind that climate change is one of the major global risks today, we pay special attention to energy and emission management in all the sectors we are active in.

All our Group companies focus on reducing carbon emissions and increasing energy efficiency. Our activities in the energy sector, which plays a key role in the fight against climate crisis, focus on using renewable energy sources. In our industrial activities, such as Çelik Halat steel wire rope production, we prioritize switching to production methods with low-carbon emissions. As for financing, we support responsible and green energy investments. Our investment bank will be fully operational in 2021 and will help launch valuable investments in Turkey.

Our total energy use as a Group decreased by 15% to 115,059 MWh. Combined, our Scope 1 and Scope 2 emissions were reduced by 42,085 tonnes of CO<sub>2</sub>. If we add the reductions in Scope 3, the total amount of reduced emissions was 42,955 tonnes of CO<sub>2</sub>, which marks a 11% decrease from the previous year.

### Total Green House Emissions (Tonnes CO<sub>2</sub>)



**Our goal is to become a carbon-neutral organization by 2030.**



## Climate Change and Energy

### Doğan Holding

Doğan Holding Doğan Holding closely monitors and implements practices and current technological developments that ensure environmental sustainability in its administrative buildings. The Holding's head office, in use since 2011, is equipped with new generation cooling devices in line with EU norms; these devices use the eco-friendly gases R 410 and R 132. State-of-the-art, eco-friendly fire-extinguishing systems are also equipped at the headquarters building. In addition, fire extinguishers' weight in the system has been reduced, since these are replaced with eco- and people-friendly systems deploying FM 200 and Novac 1230 gases in accordance with EU standards.

The insulation technology used in the building has led to a decline in natural gas consumption for heating purposes and a drop in electricity consumption for cooling, resulting in a reduction in overall CO<sub>2</sub> emissions.

### Doğan Enerji

Doğan Enerji conducts operations at the power plants in its portfolio in compliance with all applicable legislation. The company is also committed to eco-friendly principles in its business activities.

For all its power plants, Doğan Enerji has obtained the official authorization certificates and documents stipulated by the "Law on Forests" No. 6831, "Regulation on the Licenses and Permits Required by the Law on Forests"; "Environmental Law" No. 2872, "Regulation on Permits and Licenses Required by the Environmental Law"; Regulation No. 29274 on "Procedures and Principles Governing the Signing of Water Consumption Rights Agreements for Generating Power in the Electricity Market"; and Regulation No. 29865 on "Electricity Market Licenses."

All our power plants received the ISO 14001 Environmental Management System and the ISO 50001 Energy Management System quality compliance certificates, and we have also completed the Gold Standard registration for carbon emission reductions.

Other quality compliance certificates received as a result of our sustainability work include the ISO 9001 Quality Management System, ISO 10002 Customer Complaint Management System, OHSAS 18001 Occupational Health and Safety Management System and ISO 27001 Information Security Management System certificates.

### Şah WPP

The second verification process conducted in 2018 confirmed that the Company helped reduce 901,912 tonnes of CO<sub>2</sub> emissions in 2011-2018. Validation studies continue for the 2019-2026 period.

### Mersin WPP

The second verification process conducted in 2018 confirmed that the Company helped reduce 530,586 tonnes of CO<sub>2</sub> emissions in 2011-2018. Validation studies continue for the 2019-2026 period.

### Taşpınar WPP

Within the scope of carbon emission reduction efforts, it has been confirmed that Taşpınar WPP will help reduce 101,596 tonnes of CO<sub>2</sub> emissions annually.

### Çorum WPP

Within the scope of carbon emission reduction efforts, it has been confirmed that Çorum WPP will help reduce 7,880 tonnes of CO<sub>2</sub> emissions annually.

### Erzurum WPP

It has been confirmed that the Aziziye plant will help reduce 11,377 tonnes and the Hınıs Plant, 7,711 tonnes of CO<sub>2</sub> emissions annually.



### Aslancık Elektrik

Carbon emission validation at Aslancık HPP is now complete, but the verification process is still underway. Once the verification process is complete, it is expected that 678,074 tonnes of CO<sub>2</sub> emission reduction was achieved at the Aslancık HPP between 2014 and 2018.

### Boyabat Elektrik

The VCS carbon verification efforts completed at the Boyabat HPP showed that a reduction of 1,885,282 tonnes of net CO<sub>2</sub> emission was achieved between 2012 and 2018.

### Çelik Halat

Çelik Halat carefully works to ensure that its operations have the least possible negative impact on the environment. The Environmental Permit Certificate received within the framework of Environmental Law No. 2872 was renewed to cover the years 2019-2024. To ensure that the air emissions generated by production processes are kept within prescribed limits, authorized independent firms carry out regular emission measurements.

The total amount of electricity consumed by Çelik Halat fell 3.2% in 2020 to 26,319 MWh compared to the previous year. Due to the increase in electricity prices caused by a spike in natural gas prices in 2020, the cogeneration unit was not used, which saved 2 MWh of energy.

### Ditaş

Ditaş reduced its total electricity consumption to 8,875 MWh. With the recovery of 31.45 kg of paper, cardboard and plastic waste in 2020, Ditaş's annual greenhouse gas emissions decreased by 5.14 tonnes (CO<sub>2</sub> emissions/tonne). This conserved 128,104 kWh of energy, saving approximately 531 trees.

### Sesa Ambalaj

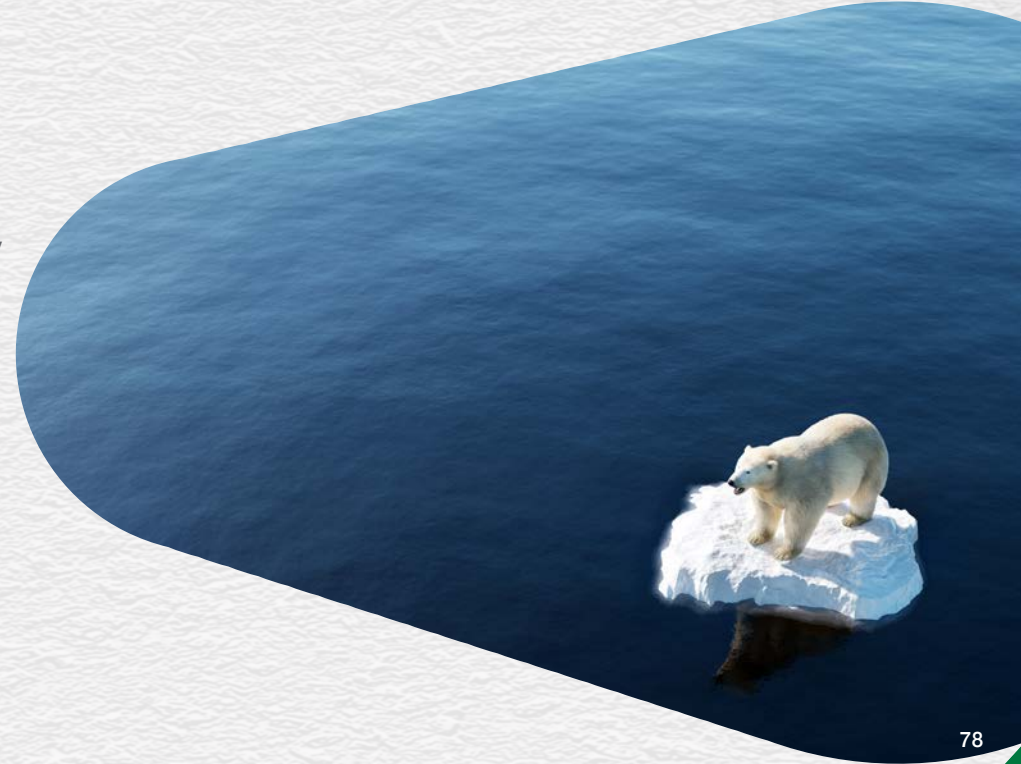
Sesa uses 85% of the solvent used in the cleaning of printing machines in the solvent recovery plant. This effort reduces environmental emissions and adds an economic value to the Company.

32 tonnes of plastic waste that is granulated in Sesa's facilities are used in non-food package layers, reducing 64 tonnes of carbon emissions per month.

### Doğan Burda

Acting with environmental awareness, Doğan Burda reduced its total electricity consumption in 2020 by 27.7% to 109.5 MWh.

## Climate Change and Energy





The rich soil able to be obtained from waste by using a compost machine located at the Holding's garden is reused in the garden.

## Natural Resource and Waste Management

The increasing population and urbanization create significant pressure on natural resources. Additionally, the created waste continues to pollute land and oceans. Plastic waste in the oceans threatens marine life and poses a threat to humans through the food chain. We recognize that waste creation is one of our environmental impacts and take responsibility in fighting against it.

We adopt circular systems to minimize our natural resource consumption and waste creation, and take steps to develop alternative raw materials and methods to decrease our natural resource use and waste.

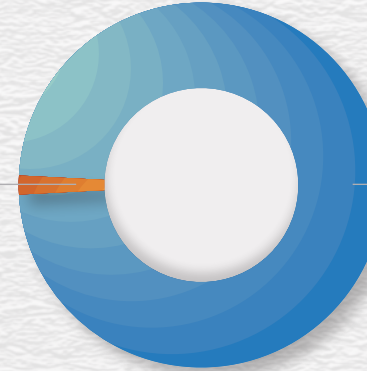
Waste (tonne)

Hazardous Waste

**40,075**

Non-Hazardous Waste

**2,164,363**



### Doğan Holding

Aware of the negative consequences that organic waste disposal has on climate change and the environment, Doğan Holding began composting garden waste.

The rich soil obtained from waste using a compost machine located at the Holding's garden is reused in the garden. With the various efforts recently introduced for composting food waste at the headquarters, Doğan Holding aims to recycle all organic wastes from the building and reuse them as fertilizers.



## Sesa Ambalaj

To mitigate one of the major problems in the world, the problem of plastic waste, Sesa Ambalaj develops nature compatible, biodegradable and recyclable products.

Within the scope of its activities to reduce packaging waste throughout the world and the EU regulations that are expected to take effect on this matter, Sesa began developing recyclable packaging in 2019 and created the stand-up pouch. In 2020, 120 tonnes of recyclable packaging were produced. With the global expansion of collection and recycling systems, we are planning to produce higher quantities in the future.

In addition to the recyclable packaging, Sesa continues its efforts to create compostable packaging. These compostable products are completely biodegradable and are derived from natural sources.

The recycling technology allows the plastic to be reused as a raw material before it is turned into waste.

In 2020, Sesa reused all plastic waste, and thanks to its special additive, it created products at the original raw material quality level. This allows for environmentally-friendly and budget- friendly production.

## Çelik Halat

Çelik Halat continues its efforts to maximize efficiency in its energy and natural resource use.

The Company has installed an advanced purification system that allows for the more efficient and economical use of natural resources. After passing through the treatment plant, the waste water produced in this process is discharged in a controlled manner into the ISU channel, where the water quality is periodically audited by ISU.

In order to decrease the amount of waste resulting from its activities and to manage the waste created, Çelik Halat conducts many activities, including:

- Sending sewage sludge, which is classified as non-hazardous, to licensed firms in safe waste containers and under suitable conditions,
- Collaborating with the Environmental Protection and Packaging Waste Recovery and Recycling Foundation (ÇEVKO) for all packaging waste-related activities
- Placing collection units for waste batteries at the Company offices and at specific locations in production areas and delivering these batteries to organizations authorized by the Portable Battery Producers' and Importers' Association ("TAP").
- Reusing or sending expired waste oil, which is classified as hazardous waste, to licensed recycling facilities.

As a company committed to environmentally-conscious production methods, Çelik Halat has conducted Kaizen and 5S studies in order to increase the efficiency of both the mechanical spring wires and the corrosion performance of rope wires, and to eliminate the negative environmental conditions that occur during production. For this purpose, it has been working on product development for replacing the rolling soap, which is used in the zinc phosphate coated wire drawing process, and the lubricant, which boosts anti-corrosive performance.

Instead of using the rolling soap and the lubricant in the manner explained above, a combination of liquid soap and preservative is used to achieve the same surface quality. This prevents powder soap, which can be potentially harmful to human health, from entering the machine or the production line and also stops the powder and the lubricant from contaminating the final product. As a result, negative environmental conditions and pollution are eliminated in the customer processes, and a clean and healthy work environment is maintained.

## Natural Resource and Waste Management



RECLAIM  
OF WATER  
CONSUMPTION  
100%

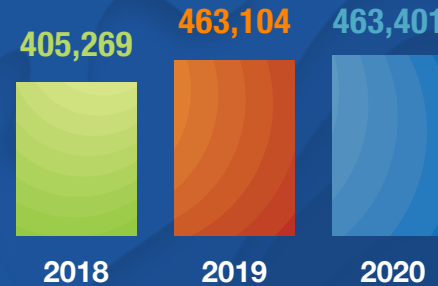
## Water Management

Data from the World Resources Institute suggest that Turkey is among the countries facing high water stress.<sup>8</sup> Inefficient and increasing water use and unstable rain patterns caused by climate change affect the lives of humans and all living things and threaten the continuity of economic activity.

To ensure the sustainability of our business and the environment, water management is one of our priorities at Doğan Group.

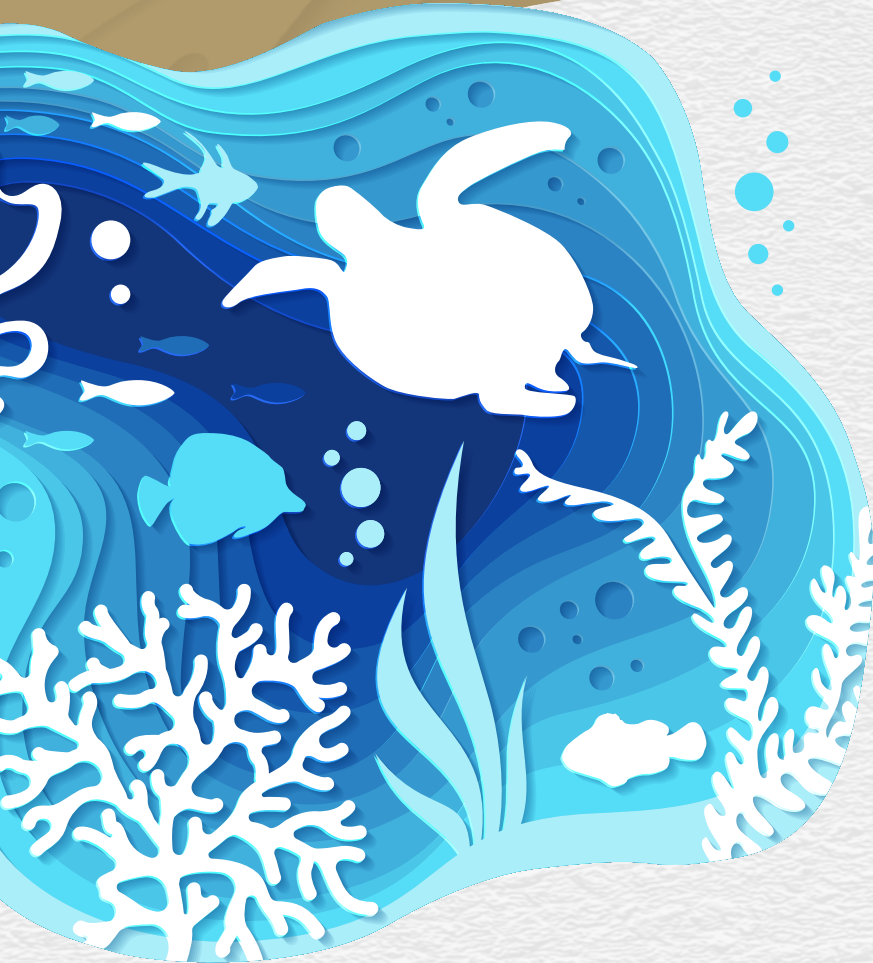
As a Group active in various industries, our water impact changes depending on the industry. We prioritize efficient water use, being aware that water is a natural asset that our business depends on. Efficiency and reclamation are the two main pillars of our water management approach.

### Total Water Consumption (m³)



By 2030,  
we are aiming  
to completely  
return the water  
we use back to  
nature.





## Biodiversity

The rate at which the world is losing its biodiversity, which is key for life on Earth, is accelerating. According to the World Economic Forum's Global Risks report, biodiversity loss and ecosystem damage are among the top five risks that pose threats to us in the next ten years.<sup>9</sup> The 68% decrease<sup>10</sup> in the wild animal population during the last 50 years prove the need for urgent action.

We are aware that we need to protect biodiversity to ensure the continuation of our business. Many sectors that we operate in, particularly energy, has significant effects on biodiversity. By identifying the impact areas for each sector, we can study, control and monitor the effects our activities have on biodiversity and natural life and develop projects to protect them.

### Şah WPP

As part of its environmental work, Şah WPP planted 1,500 trees and provided vehicles, personnel and various equipment for the Bursa Directorate of National Parks and Wildlife Protection.

The Company installs feeders to provide food for birds during winter months and places food items at suitable locations for feeding roe deer. Utmost attention is paid for protecting the natural environment since the turbines are located in a forest and wildlife area.

### Mersin WPP

Committed to improving the environmental conditions of the surrounding region, Mersin WPP plants saplings in various locations within its operating area. Since the power plant is situated in close proximity to bird migration routes, bird observations are made every six months, and the findings are reported to the relevant institutions. As part of additional capacity creation efforts, the Company received a positive Environmental Impact Assessment (EIA) report, which ensures that all required activities will be conducted without harming the environment. Company officials hold Public Information Meetings to hear the complaints and recommendations of the local population. A great deal of effort is made to meet the environmental sensitivities and social needs of the villagers.

(9) Global Risks Report, World Economic Forum, 2021

(10) Living Planet Report, WWF, 2020





## Appendix



- Foreign Economic Relations  
Board of Turkey (DEİK)

- Turkish Investor Relations  
Society (TÜYİD)

- Global Compact Turkey  
(UNGC)

- Corporate Governance  
Association of Turkey (TKYD)

- Sustainable Development  
Association (SKD)

- Corporate Volunteers  
Association (ÖSGD)

- Turkish Industry and  
Business Association  
(TÜSİAD)

## Corporate Memberships





Social Performance Indicators

Number of Employees per Sector	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
Doğan Holding	42	96	45	103	49	100
Doğan Foreign Trade	17	22	13	23	12	24
Doğan Egmont	54	40	54	43	55	46
D Gayrimenkul	27	39	26	40	23	40
Doğan Burda	142	88	127	78	112	70
Doğan Otomotiv	9	65	11	56	17	62
Doğan Enerji	27	39	26	40	23	40
Aytemiz	94	1255	126	1317	108	1131
Ditaş	16	337	19	316	24	313
Çelik Halat	25	397	25	365	25	376
Sesa	31	224	37	289	37	351
TOTAL	484	2602	509	2670	485	2553
	3086		3179		3038	



## Social Performance Indicators

Number of Employees per Sector, by Type of Contract	2018		2019		2020	
	Full Time	Part Time	Full Time	Part Time	Full Time	Part Time
Doğan Holding*	138	0	148	0	149	0
Doğan Foreign Trade	39	0	36	0	36	0
Doğan Egmont	94	0	97	0	101	0
D Gayrimenkul	66	0	66	0	63	0
Doğan Burda	230	0	205	0	182	0
Doğan Otomotiv	74	0	67	0	79	0
Doğan Enerji	66	0	66	0	63	0
Aytemiz	1322	27	1411	32	1205	34
Ditaş	353	0	335	0	337	0
Çelik Halat	420	2	386	4	397	4
Sesa	255	0	326	0	388	0
TOTAL	3057	29	3143	36	3000	38

\*Doğan Holding includes Doğan Şirketler Grubu Holding A.Ş., Değer Merkezi Hizmetler and Yönetim Danışmanlığı A.Ş.



## Social Performance Indicators

Number of Employees per Sector, by Age		2018		2019		2020	
		Women	Men	Women	Men	Women	Men
Doğan Holding	Younger than 30	5	3	3	4	5	2
	Between 30 and 50	31	74	36	80	36	75
	Older than 50	6	19	6	19	8	23
Doğan Foreign Trade	Younger than 30	5	2	4	3	3	2
	Between 30 and 50	12	14	8	15	8	17
	Older than 50	0	6	1	5	1	5
Doğan Egmont	Younger than 30	11	3	12	7	12	3
	Between 30 and 50	39	33	38	31	38	39
	Older than 50	4	4	4	5	5	4
D Gayrimenkul	Younger than 30	11	8	11	6	11	5
	Between 30 and 50	16	24	16	26	16	26
	Older than 50	0	7	0	7	0	6
Doğan Burda	Younger than 30	16	6	12	7	10	5
	Between 30 and 50	118	63	109	59	93	56
	Older than 50	8	19	6	12	9	9



## Social Performance Indicators

Number of Employees per Sector, by Age		2018		2019		2020	
		Women	Men	Women	Men	Women	Men
Doğan Otomotiv	Younger than 30	3	5	2	5	4	3
	Between 30 and 50	6	53	9	43	13	49
	Older than 50	0	7	0	6	0	10
Doğan Enerji	Younger than 30	1	3	2	2	1	2
	Between 30 and 50	9	29	7	26	7	25
	Older than 50	0	2	0	3	0	4
Aytemiz	Younger than 30	37	380	51	427	37	344
	Between 30 and 50	56	732	74	757	70	648
	Older than 50	1	143	1	133	1	139
Ditaş	Younger than 30	4	63	8	44	12	41
	Between 30 and 50	10	273	9	261	13	263
	Older than 50	2	24	2	11	1	9
Çelik Halat	Younger than 30	7	102	7	72	10	73
	Between 30 and 50	17	271	17	266	14	274
	Older than 50	1	24	1	27	1	29



Social Performance Indicators

Number of Employees per Sector, by Age		2018		2019		2020	
		Women	Men	Women	Men	Women	Men
Sesa	Younger than 30	7	43	18	96	27	149
	Between 30 and 50	21	168	15	178	12	191
	Older than 50	5	18	4	20	2	20
TOTAL	Younger than 30	107	618	130	673	132	629
	Between 30 and 50	335	1734	338	1742	320	1663
	Older than 50	27	273	25	248	28	258



Social Performance Indicators

Subcontractors, by Gender	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
Doğan Holding	0	0	0	0	0	0
Doğan Foreign Trade	0	0	0	0	0	0
Doğan Egmont	7	36	6	42	5	31
D Gayrimenkul	19	85	18	85	18	77
Doğan Burda	1	16	1	16	1	14
Doğan Otomotiv	0	0	0	0	4	16
Doğan Enerji	19	85	18	85	18	77
Aytemiz	8	5	10	34	10	34
Ditaş	8	21	6	26	5	32
Çelik Halat	7	37	7	37	7	38
Sesa	5	8	5	8	3	11
TOTAL	74	293	71	333	71	330



## Social Performance Indicators

Training Hours, by Year	2018	2019	2020
Total Training Hours	14,845	13,905	15,133
Training Hours per Employee	4.810275437	4.373900598	4.981362739
Total training hours for subcontractors	3,229	5,378	3,129

Parental Leave	2018		2019		2020	
	Women	Men	Women	Men	Women	Men
Number of employees who took parental leave	11	69	8	8	57	61
Number of employees who returned to work after parental leave	6	65	5	6	53	59

Occupational Health and Safety (OSHA) Indicators (Employees)*	2020
Number of Accidents	108
Number of Occupational Illnesses	2
Accident Prevalence Rate**	3,2
Rate of Days Lost***	33,2
Absenteeism Rate****	0,017
OSHA Trainings (hour)	7666

\*OSHA performance was reported for only 2020 due to changes in the data collection process  
 \*\*Accident prevalence rate: Total number of accidents / (Total work hours-Total hours lost) x 200,000  
 \*\*\*Rate of Days Lost: Total number of days lost x 200,000 / Total work hours  
 \*\*\*\*Absenteeism Rate (AR): Total hours lost / Total work hours



Environmental Performance Indicators

Water Use per Sector (m³)	2018	2019	2020
Doğan Holding	2,809	2,337	1,639
Doğan Foreign Trade	448	395	275
Doğan Egmont	2,088	1,994	2,554
D Gayrimenkul	358	340	292
Doğan Burda	1,220	1,201	680
Doğan Otomotiv	2,532	3,390	5,400
Doğan Enerji	961	952	1,018
Aytemiz	228,144	291,713	290,714
Ditaş	56,594	60,058	56,344
Çelik Halat	109,679	100,269	103,939
Sesa	437	454	546
TOTAL	405,269	463,104	463,401

Reclaimed Water and Wastewater (m³)	2018	2019	2020
Reclaimed Water	92,326	109,399	87,513
Wastewater	45,751	37,254	52,217

Waste (tonne)	Hazardous Waste	75,460	57,833	40,075
	Non-Hazardous Waste	1,557,944	2,096,003	2,164,363



# Performance Indicators

## Environmental Performance Indicators

Greenhouse Gas Emissions per Sector (tonne CO <sub>2</sub> )		2018	2019	2020	Greenhouse Gas Emissions per Sector (tonne CO <sub>2</sub> )		2018	2019	2020
Doğan Holding	Scope 1	522.8	575.4	447.1	Doğan Enerji	Scope 1	49.9	51.2	64.1
	Scope 2	471.1	482.4	414.3		Scope 2	99.1	114.7	108.8
	Scope 3	208.4	233.4	103.9		Scope 3	97.1	92.4	62.3
Doğan Foreign Trade	Scope 1	42.6	41.1	38.5	Aytemiz	Scope 1	7,529.7	7,745.9	6,555.6
	Scope 2	32.9	33.9	28.1		Scope 2	7.4	9.4	11.1
	Scope 3	6.6	17.1	1.9		Scope 3	123.2	113.0	197.3
Doğan Egmont	Scope 1	325.8	366.0	356.7	Ditaş	Scope 1	1,319.0	1,424.4	1,421.0
	Scope 2	140.9	160.7	123.6		Scope 2	4,960.4	4,781.9	4,255.3
	Scope 3	-	-	-		Scope 3	265.6	266.6	17.3
D Gayrimenkul	Scope 1	1,087.4	1,100.4	21.3	Çelik Halat	Scope 1	12,759.4	11,678.2	7,479.4
	Scope 2	30.6	29.8	22.9		Scope 2	8,831.2	10,072.5	12,935.2
	Scope 3	-	0.9	-		Scope 3	286.0	312.1	318.4
Doğan Burda	Scope 1	34.7	30.7	25.9	Sesa	Scope 1	658.4	852.9	1,066.1
	Scope 2	81.5	77.9	51.3		Scope 2	5,546.3	5,891.0	6,375.6
	Scope 3	639.3	641.1	169.5		Scope 3	-	-	-
Doğan Otomotiv	Scope 1	739.4	730.1	241.8	TOTAL	Scope 1	25,069.0	24,596.3	17,717.4
	Scope 2	196.3	243.0	41.5		Scope 2	20,397.8	21,897.2	24,367.8
	Scope 3	73.2	110.9	-		Scope 3	1,699.3	1,787.5	870.6
					TOTAL		47,166.1	48,281.0	42,955.9



## Environmental Performance Indicators

Energy Use per Sector (MWh)	2018	2019	2020
Doğan Holding	2,803.96	3,026.23	2,641.90
Doğan Foreign Trade	224.11	219.34	202.47
Doğan Egmont	1,148.22	1,231.66	1,148.48
D Gayrimenkul	60.43	107.69	92.71
Doğan Burda	289.64	266.20	203.92
Doğan Otomotiv	1,283.24	1,336.40	1,054.38
Doğan Enerji	380.54	409.93	469.88
Aytemiz	27,355.39	26,241.31	23,440.31
Ditaş	16,139.89	16,018.77	15,790.12
Çelik Halat	68,853.96	64,953.81	51,709.63
Sesa	13,902.18	15,381.48	18,305.91
TOTAL	132,441.56	129,192.80	115,059.72



United Nations Global Compact (UNGC) Reference Table



Area	Principles	Related Part in the Report
HUMAN RIGHTS	Principle 1: Businesses should support and respect the protection of internationally proclaimed human rights.	Equal Opportunity and Diversity
	Principle 2: Businesses should make sure that they are not complicit in human rights abuses.	Equal Opportunity and Diversity
LABOR	Principle 3: Businesses should uphold the freedom of association and the effective recognition of the right to collective bargaining.	Equal Opportunity and Diversity
	Principle 4: Businesses should uphold the elimination of all forms of forced and compulsory labor.	Equal Opportunity and Diversity
	Principle 5: Businesses should uphold the effective abolition of child labor.	Equal Opportunity and Diversity
	Principle 6: Businesses should uphold the elimination of discrimination in respect of employment and occupation.	Equal Opportunity and Diversity
ENVIRONMENT	Principle 7: Businesses should support a precautionary approach to environmental challenges.	Climate Change and Energy
		Natural Resources and Waste Management
		Water Management
		Biodiversity
	Principle 8: Businesses should undertake initiatives to promote greater environmental responsibility.	Climate Change and Energy
		Natural Resources and Waste Management
		Water Management
		Biodiversity
	Principle 9: Businesses should encourage the development and diffusion of environmentally friendly technologies.	Climate Change and Energy
		Natural Resource and Waste Management
		Water Management
		Biodiversity
ANTI-CORRUPTION	Principle 10: Businesses should work against corruption in all its forms, including extortion and bribery.	Corporate Management



# GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	Organizational Profile		
	102-1	3	-
	102-2	10-17	-
	102-3	Doğan Şirketler Grubu Holding A.Ş. Burhaniye Mahallesi Kısıklı Caddesi No: 65 34676 Üsküdar/İstanbul	-
	102-4	10-17	-
	102-5	8	-
	102-6	10-17	-
	102-7	<a href="https://www.doganholding.com.tr/media/2839/2020-annual-report.pdf">https://www.doganholding.com.tr/media/2839/2020-annual-report.pdf</a>	-
	102-8	85-91	-
	102-9	51	-
	102-10	8	-
	102-11	21-22	-
	102-12	84	-
	102-13	84	-

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	Strategy		
	102-14	4-6	-
	102-15	40-42	-
	Ethics and Integrity		
	102-16	43-46	-
	102-17	43-46	-
	Governance		
	102-18	26-27	-
	102-19	26-27	-
	102-20	26-27	-



# GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	Stakeholder Engagement		
	102-40	32	-
	102-41	60	-
	102-42	32	-
	102-43	32	-
	102-44	28	-
	Reporting Practice		
	102-45	3	-
	102-46	28-31	-
	102-47	28-31	-
	102-48	N/A	-
	102-49	N/A	-
	102-50	January 2020-December 2020	-
	102-51	N/A	-
	102-52	Annual	-
	102-53	surdurulebilirlik@doganholding.com.tr	-

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 101: Foundation 2016			
General Disclosures			
GRI 102: General Disclosures 2016	Organizational Profile		
	102-54	Basic	-
	102-55	96-99	-
	102-56	Information and data presented in this report has not been independently verified.	-
GRI 200: Economic Standards Series			
Economic Performance			
GRI 103: Management Approach 2016	103-1	33-34	-
	103-2	33-34	-
	103-3	33-34	-
GRI 201: Economic Performance 2016	201-1	33-34	-
GRI 300: Environmental Standards Series			
Energy			
GRI 103: Management Approach 2016	103-1	76-78	-
	103-2	76-78	-
	103-3	76-78	-
GRI 302: Energy 2016	302-1	94	-
	302-4	76-78	-



# GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 300: Environmental Standards Series			
Water			
GRI 303: Water and Effluents 2018	303-1	92	-
	303-2	92	-
	303-3	92	-
Biodiversity			
GRI 103: Management Approach 2016	103-1	82	-
	103-2	82	-
	103-3	82	-
GRI 304: Biodiversity 2016	304-3	82	-
Emissions			
GRI 103: Management Approach 2016	103-1	76-79	-
	103-2	76-79	-
	103-3	76-79	-
GRI 305: Emissions 2016	305-1	93	-
	305-2	93	-
	305-3	93	-
	305-4	93	-
	305-5	76-79	-

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 300: Environmental Standards Series			
Waste			
GRI 306: Effluents and Waste 2020	306-1	79-80	-
	306-2	92	-
	306-3	92	-
GRI 400: Social Standards Series			
Employment			
GRI 103: Management Approach 2016	103-1	52-60	-
	103-2	52-60	-
	103-3	52-60	-
GRI 401: Employment 2016	401-1	85-91	-
	401-2	52-60	-
	401-3	60, 91	-
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1	52-60	-
	103-2	52-60	-
	103-3	52-60	-
GRI 402: Labor and Management Relations 2016	402-1	Minimum legal notice periods are complied with.	-



# GRI Content Index

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 400: Social Standards Series			
Occupational Health and Safety			
GRI 103: Management Approach 2016	103-1	61-62	-
	103-2	61-62	-
	103-3	61-62	-
GRI 403: Occupational Health and Safety 2018	403-2	61-62	-
	403-3	61-62	-
Training and Education			
GRI 103: Management Approach 2016	103-1	54-57	-
	103-2	54-57	-
	103-3	54-57	-
GRI 404 Training and Education 2016	404-1	91	-
	404-2	56-57	-
	404-3	57	-

GRI Standard	Disclosure	Page Number(s) and/or URL(s)	Explanation of Information Not Provided
GRI 403: Occupational Health and Safety 2018			
Diversity and Equal Opportunity			
GRI 103: Management Approach 2016	103-1	59-60	-
	103-2	59-60	-
	103-3	59-60	-
GRI 405: Diversity and Equal Opportunity 2016	405-1	60	-
	405-2	58	-
Local Communities			
GRI 103: Management Approach 2016	103-1	63-74	-
	103-2	63-74	-
	103-3	63-74	-
GRI 413: Local Communities 2016	413-1	64-74	-



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